

Speaking to Millennials: How Old Brands Stay Young

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About the Author

Alison Johnson currently works at General Mills as a Senior Digital Specialist, dedicated to the Betty Crocker Business Unit which includes Betty Crocker baking products, Bisquick and Gold Medal Flour. I came to General Mills two and a half years ago after spending over six years working for various advertising agencies in Minneapolis. I received my B.A. in Mass Communications-Advertising from the University of Wisconsin-Eau Claire in 2005.

I started my career working in broadcast media at Campbell Mithun in 2006. After quickly realizing I wanted to receive a broader introduction to various media channels, I accepted a position at Carmichael Lynch as a Media Coordinator, where I provided assistance to media planners and buyers working across all channels. As the online media channel began to grow, I received a promotion and was placed on the online media buying team. This is the position that kicked off my career in digital marketing, where I still reside today.

I spent three years working at Aimia (formerly Carlson Marketing), where I gained invaluable experience planning and buying media across all channels; however, digital was still the primary focus of my job for most of my clients. After receiving multiple promotions, I left Aimia as a Media Supervisor, working on the largest media account the agency had at the time, to initiate my career at General Mills.

The idea for this capstone topic was sparked by challenges we are currently facing within the Betty Crocker Business Unit at General Mills. Both Betty Crocker and Bisquick are brands that are widely recognized and used by the Generation X and Baby Boomer generations; however, the way in which these brands are currently positioning themselves in the market is not resonating with the Millennial audience. The Millennial generation has a strong influence on the purchase decisions made by the Generation X and Baby Boomer consumers. Given that their values, attitudes and needs are different than the older generations, the business unit is challenged with finding a messaging strategy that can resonate with both audiences in order to achieve long-term success. Because I am responsible for

driving the digital strategy component of this endeavor, which also happens to be one of the most influential and widely used media among Millennials, I wanted to use this research as an opportunity to dig deeper into the desires and needs of both groups.

I intend to use this research to help ground the business unit on the Millennial generation, and to recommend a communication plan that drives relevance with Millennials and purchase intent with Generation X and Baby Boomers. Because this is a challenge many brands are facing, the insights garnered from this research can ideally be applied to also assist other divisions within General Mills.

I. Executive Summary

Many brands are facing the same challenge: their core consumers are aging out and a new group of consumers are becoming the primary purchase decision makers. Because of the differences in consumer segments, the strategies and tactics that were historically successful with Boomers are not resonating with Millennials. Brands that are facing this challenge will quickly need to tweak their strategic framework to start speaking to these younger consumers, while still staying relevant to their current core consumer base, as these older generations are still responsible for the majority of sales. In order to engage both generations, brands must look for synergies between the two groups in an effort to start speaking with Millennials while maintaining sales and connections with the Boomers.

In order to construct a recommendation for how brands that have historically targeted the Boomer generation can pivot to become relevant with Millennials, but not alienate their core consumers, an in-depth literature review was first conducted. Next, focus groups were conducted among both Millennials and non-Millennials to gather insights on the perceptions of both generational segments. Next, a survey was conducted in order to attain a deeper understanding of what specific characteristics are most influential to the creation of brand perceptions, what drives brand preference and purchase, and how Millennials, Generation Xers and Baby Boomers perceive Betty Crocker. Lastly, store walks were conducted to identify the factors that lead to specific purchase barriers brought forth in the focus groups and survey to help inform a recommendation that can bring Betty Crocker back into the consideration set among both Millennial and non-Millennial bakers.

Based on the results, a list of recommendations was compiled for brands to consider when identifying their refined brand strategy.

1. Speak with your consumers, not to them: Because Millennials are co-creators, they would prefer not to be told what products and brands to buy. Instead, show them how the product can

personally benefit them and how it can fit naturally into their lives. The New Economy requires engagement, not interruption (Fromm & Garton, 2013).

2. Embrace the omni-channel world; identify the role of each touch point: Millennials are digital natives who do not delineate between the digital and non-digital worlds. Instead of a one-size fits all messaging approach, identify the objective of each touch point and align your messaging with the action you want them to take on each channel.
3. Millennials are not a homogenous group – clearly identify your consumer: There are six identified segments within the Millennial generation. If the unique characteristics of each segment are not considered, a large portion of your budget could end up working to drive relevance among the wrong consumers. The more granular you can get your target while still allowing for necessary scale, the more effective your message will be.
4. Don't assume all Millennials want to be your friend on Facebook: The majority of social media users do not see value in befriending brands on social media. Rather than forcing social connections, develop a social media listening strategy that garners insights about what is being said, both positive and negative, about your brand that can be applied to the interactions you are sparking among those that are your fans/friends on social platforms.
5. Find out what your social friends want, and hold up your end of the relationship: There are three main reasons consumers befriend brands on social media: to stay abreast of new product releases, to get company information and to receive special discounts and/or coupons. Make sure you know what your fans are looking for, and deliver against these wishes in order to keep them interested and engaged with your brand.
6. Experiment first, then scale: Be cautious not to land your brand in generational purgatory. Take a step-by-step testing and learning approach that allows your brand to start engaging with

Millennials, yet not coming across as too forceful or unauthentic. This allows for people from both cohorts to shift with the brand and make the move feel less abrupt and more natural.

7. Don't try to be everything to everybody – stay true to yourself: Both Millennials and non-Millennials choose brands based on quality. It is likely that there is another brand that can better deliver on the attributes that your brand is mediocre at. In order to be classified as the “best product for ‘X’,” only try to own what your brand is truly good at, and let others own areas where your brand may fall short.
8. Discover the images associated with your brand and capitalize on those connections – imagery is a powerful tool for capturing brand recognition and building brand associations amongst both Millennials and non-Millennials. The use of consistent images, colors and/or typography can be influential in driving brand equity over time.

Lastly, because a primary driver for this research was to inform a communications plan that can help Betty Crocker make the generational shift, the above best practices, along with insights garnered through primary research, fed into a recommendation created specifically for this brand. Among the recommendations were an archetypal shift from The Caregiver to The Creator, a more strategic use of the omni-channel world, leveraging imagery and iconography, and a shift in brand positioning and message strategy to better communicate the versatility and creativity the brand provides.

II. Introduction

Many brands are facing the same challenge: their core consumers are aging out and a new group of consumers are becoming the purchase decision makers. Because of the differences in consumer segments, the strategies and tactics that were historically successful are no longer resonating with the new, increasingly important consumer group. Brands that are facing this challenge will quickly need to tweak their strategic framework to start speaking to these younger consumers, while still

staying relevant to their current core consumer base, as these older generations are still responsible for the majority of sales.

The habits and preferences of Millennials are very different when compared to those of the older, non-Millennial generations. Because of this, brands must approach these consumers differently with their marketing than what has historically been successful. Many of these differences will be discussed in detail within this paper, however, **Figure 2A** provides a summary of how the old model of marketing, successful in speaking to Boomers and Generation X, compares to the new model, coined the Participation Economy, necessary to speak with Millennials (Fromm, Lindell & Decker, 2011). This simplified comparison illustrates the degree of differences between the two groups, showing the importance for brands to make a strategic shift in their marketing approach in order to engage the Millennial consumer.

Figure 2A

Old Model	New Model
Interruption	Engagement
Reaction	Interaction
Heavy Users	Engaged Participants
Big Promises	Personal Gestures
Passive Consumers	Active Co-creators

Source: Fromm, Lindell & Decker, 2011

III. Literature Review: Millennials

I. Definition and Profile

The term “Millennial” refers to the generation born between 1978 and 1997, which consists of over 80 million people, or 25 percent of the U.S. population (Fromm, Lindell & Decker, 2011). The Millennial cohort is the largest generation since the Baby Boomers, which was responsible for 79 million

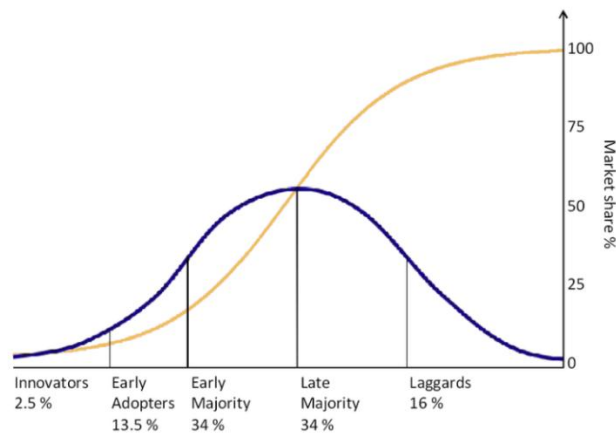
births between 1946 and 1964 (U.S. Department of Commerce, 2010). Generation X is the generation immediately preceding Millennials, comprised of those born between 1965 and 1977, which is three times smaller than the Millennial generation. However, the Generation X time span is also seven years shorter than Millennials and six years shorter than Baby Boomers. Because the views, purchase drivers and preferences of Generation X are more closely aligned with Baby Boomers, for the purpose of this study, the Millennial generation will be compared to “non-Millennials,” consisting of both Generation X and Baby Boomers, with a more granular generational comparison when necessary.

One of the main characteristics that sets Millennials apart from non-Millennials is the fact that they are “digital natives.” A digital native is a term coined by writer and educator Mark Presky to describe those that were “born into a world filled with technological advances and new devices that empower the consumer” (Fromm & Garton, 2013, p. 20). Millennials have been using technology and speaking the digital language all their lives, which makes the usage of digital devices and social media a natural part of their everyday routine. Not only do Millennials tend to have larger social networks than non-Millennials, but they also report that “their lives feel richer when they’re connected to more people through social media connections” (Fromm & Garton, 2013, p. 13). Although Millennials and non-Millennials spend a similar amount of time online, Millennials are more likely to be contributors to social media (Fromm & Garton, 2013, p. 19). Because of this comfort and reliance on technology, Millennials do not only want brands to be active on social media, but they *expect* brands to be active on social media (Fromm & Garton, 2013, p. 15).

Millennials are more than twice as likely to be early-adopters of technology as non-Millennials (Fromm, Lindell & Decker, 2011). An Early Adopter is a stage within the Diffusion of Innovations Theory, developed by Everett Rogers in 1962, which represents the group of people who are the second-fastest adopters of new technology (Rogers, n.d.). This group represents about 13.5 percent of the people who try a new technology within the entire lifecycle (Rogers, n.d.) **[Figure 3A]**. This group is especially

important for the success of the technology, as it is from this group that opinion leaders are created. Early Adopters tend to be very influential on the rate at which the Early Majority and/or Late Majority will adopt the technology (Rogers, n.d.).

Figure 3A



Source: Mullins & Walker, 2013, p. 124

With that said, 56 percent of Millennials report that they are among the first to try new technologies compared to 35 percent of non-Millennials who claim to wait a year before trying a new technology, and 22 percent of non-Millennials who claim to wait until the technology has become mainstream before adopting (Fromm, Lindell & Decker, 2011). From the Diffusion of Innovations Theory, it can be assumed that the opinions and experiences of the Early Adopter Millennials are what drive the chances of non-Millennials adopting the technology, whether it is a year or longer after the Millennials' first exposure. Digital natives do not tend to delineate between the "online" and "offline" world, suggesting that these consumers live in a true omni-channel world (Fromm & Garton, 2013, p. 20).

Millennials are more educated than previous generations, as 54 percent have at least some college education, compared to 49 percent of the Generation X cohort and 36 percent of Boomers (Pew Center of Research, 2010). However, Millennials are less likely to be employed (63 percent versus 70 percent) and they tend to have higher levels of debt than non-Millennials (Pew Center of Research, 2010). These statistics are affected by the ages of the members, as 39 percent are still in school (college,

trade-school and/or high school), and therefore not in the market for employment (Pew Center of Research, 2010).

Millennials are also getting married and settling down later than their Generation X and Boomer predecessors, as 75 percent of Millennials have never been married, compared to 67 percent of Generation Xers and 52 percent of Boomers at the same age (Pew Center of Research, 2010). Thirty-one percent of Millennials are parents (The Futures Company, 2011). Millennials are more likely to be single parents living with their children (8 percent) than Generation Xers (4 percent) (The Futures Company, 2011). It is speculated that this is a result of more Millennials growing up in split households, so they are more comfortable prioritizing their child's upbringing over their own relationships (BabyCenter, 2014).

Millennials tend to have liberal political views, as 54 percent are self-reported Democrats, versus 40 percent that are self-reported Republicans (Hartman Group, 2010). However, this gap is becoming less prominent over time. In the 2008 election, 60 percent of Millennials were self-reported Democrats versus only 30 percent who were self-reported Republicans (Hartman Group, 2010). What is maintaining momentum is the liberal mind-set. As more Millennials are admitting to mixed political affiliations, their social acceptance for other cultures, viewpoints and lifestyles continues to increase over time (Hartman Group, 2010).

Millennials are the most ethnically and racially diverse generation in the nation's history, as 61 percent of Millennials are reported as White/Caucasian, 19 percent are Hispanic, 13 percent are Black, and 4 percent are Asian (Pew Center of Research, 2010). Because of the makeup of this diverse group, Millennials are more racially tolerant and accepting than any previous generation (Pew Center of Research, 2010). The diverse nature of this segment also leads Millennials to be globally aware and cultured. Their desire to travel abroad is higher than non-Millennials (75 percent versus 54 percent, respectively), and 70 percent of Millennials say they'd like to visit all seven continents in their lifetime, compared to only 46 percent of non-Millennials (Decker, Fromm & Lindell, 2011). The desire to travel

domestically is similar between Millennials versus non-Millennials, as is the number of people who say they enjoy learning about other cultures and countries (Decker, Fromm & Lindell, 2011). The desire to actually experience these other cultures is a main characteristic of what sets these generations apart (Decker, Fromm & Lindell, 2011).

Generally speaking, Millennials are an adventurous generation. Not only are they interested in travelling abroad and immersing themselves with other cultures, but they are also interested in experiencing a wide-variety of activities. Sixty-four percent say they are interested in “trying everything from opera to rock-climbing”, compared to only 39 percent of non-Millennials (Decker, Fromm & Lindell, 2011).

Extending from their high usage of social media and technology, Millennials are social buyers who are interested in reading about the experiences others have had with the brand, as well as sharing their own experiences over social media or through user reviews. Eighty-four percent of Millennials say that user generated content (UGC) on a brand’s website or product review site has at least some influence on their intent to purchase a product (BazaarVoice, 2012). Further, Millennials are three times as likely to leverage social media to get purchase opinions as non-Millennials (BazaarVoice, 2012). Not only do they seek these opinions, but they are also trusted more than what brands say about themselves (Smith, 2012).

In a 2013 study done by Valentine and Powers, it was found that 92 percent of the Millennial participants fell into one of two Values, Attitudes and Lifestyles (VALS) types: Experiencers (59 percent) or Strivers (24 percent) (Valentine & Powers, 2013). The description of these VALS types align very closely with the mindset and values discussed in this paper. The Experiencers type illustrates the notion that Millennials are adventure seekers that prefer to blaze their own trail:

Experiencers are motivated by self-expression. Young, enthusiastic, and impulsive consumers, Experiencers quickly become enthusiastic about new possibilities but are equally quick to cool.

They seek variety and excitement, savoring the new, the offbeat, and the risky. Their energy finds an outlet in exercise, sports, outdoor recreation, and social activities. Experiencers are avid consumers and spend a comparatively high proportion of their income on fashion, entertainment, and socializing. Their purchases reflect the emphasis that they place on looking good and having "cool" stuff. (Strategic Business Insights, 2013)

The Striver description supports the tendency of Millennials to seek purchase advice and value product reviews from people within their network. Strivers are described as “trendy and fun loving who are motivated by achievement. They are concerned with the opinions and approval of others” (Strategic Business Insights, 2013).

Millennials are less brand loyal than non-Millennials; however, 45 percent of Millennials say they would go out of their way to shop at a store where they hold a loyalty program membership (Decker, Fromm & Lindell, 2011). The appeal of loyalty programs for this group is not necessarily the idea of aligning themselves with a brand, rather, leveraging the loyalty programs to receive promotional pricing and special discounts. In fact, 63 percent report having purchased non-favorite brands to take advantage of promotional pricing, and 56 percent are willing to switch brands in exchange for sale pricing (Decker, Fromm & Lindell, 2011). Although Millennials are price sensitive and willing to switch brands to save money, they are very driven by charitable giving and sustainability, and are willing to pay extra for products that are aligned with cause marketing (Decker, Fromm & Lindell, 2011). According to a study done by Barkley, 37 percent of Millennials say they are willing to pay extra to purchase a brand that is affiliated with a cause they are interested in supporting or believe in (Fromm, Lindell & Decker 2011).

II. Media Consumption

Because Millennials are digital gurus, one might expect this group's traditional media usage to be on the decline. However, this is not necessarily true. Although Millennials consume far less television than non-Millennials, television still occupies the largest portion of Millennials' media usage (Dolliver, 2013). Consuming over 100 hours of television per month, 40 percent of Millennials report to multi-tasking while doing so, most commonly by also surfing the web, reading email, skimming social sites or holding conversations with friends over text message (Dolliver, 2013). According to a research study done by comScore in 2012, television ad effectiveness increases with age, as does immediate ad recall. Digital advertising effectiveness and recall is fairly consistent between Millennials and Baby Boomers. However, digital advertising is three times as likely to be engaging to Millennials as television (comScore, 2012).

According to a study done by Experian Marketing Services, Millennials use a wide variety of media channels on a weekly basis, with mobile phones topping the list with a 94 percent usage rate. Television comes in at a close second at 93 percent, followed by radio at 83 percent and home computers at 81 percent within the last seven days (Experian, 2013). Although home computers had a lower consumption rate than television or radio, when combining time spent with home computers and time spent with work computers, these numbers exceeded overall time spent with both television and radio combined (Experian, 2013). Even though Millennials might be accessing these traditional channels more frequently, the duration of time spent with these channels is less than the duration of time they spend with digital channels.

III. Grocery Shopping Habits

Just as there are differences in the demographic and psychographics of Millennials and non-Millennials, there are also differences in their purchase behavior. Because this research aims to provide

guidance to consumer packaged goods (CPG) brands, it is important to understand this generation's grocery shopping behavior, both pre-trip and in the aisles.

Boomers traditionally shop at either grocery chains or local independent grocery stores, whereas Millennials are more fragmented with their shopping destinations. Millennials are more likely to shop at mass retailers (ex. Walmart or Target), club stores (ex. Sam's Club or Costco), discount grocery stores (ex. Aldi or Shoprite), specialty food stores (ex. Trader Joe's or Whole Foods) and convenience stores (ex. Walgreens or CVS) than non-Millennials (Decker, Fromm & Lindell, 2011).

The frequency at which a Millennial shops depends on whether or not there are children present in the household. In general, Millennials are more than twice as likely as non-Millennials to grocery shop more than five times a week, as this group tends to shop on an "as needed" basis, rather than on a set schedule (Decker, Fromm & Lindell, 2011). However, once there are children in the household, shopping becomes more of a pre-planned activity, with less spontaneous purchases and a greater emphasis on coupon redemption and savings (Decker, Fromm & Lindell, 2011).

Millennials generally enjoy cooking and being creative in the kitchen. Even though this is a busy generation who is often looking for quick, "on-the-go" meals, they are still finding time to get creative in the kitchen. In recent years, more men are becoming the main cooks and grocery shoppers of the household. Among these men, "67 percent consider themselves to be an expert or creative cook" (Decker, Fromm & Lindell, 2011).

Because they are creative in the kitchen, it is important to this generation that grocery stores carry a wide variety of food options and have sampling days to allow for low-commitment trial (Decker, Fromm & Lindell, 2011). Millennials also look for grocery stores with online ordering options (24 percent of Millennials versus 10 percent of non-Millennials) and seek grocers that provide creative recipe and menu suggestions (36 percent versus 22 percent, respectively) (Decker, Fromm & Lindell, 2011).

Older Millennials are more likely to engage in online grocery shopping than younger Millennials (Dolliver, 2013). Whereas 30 percent of 25-to-34 year olds have shopped for food and beverages online in the previous three months, only 14 percent of 18-to-24 year olds have done the same (Dolliver, 2013). Further, 25-to-34 year olds are also more likely to grocery shop on a mobile device than 18-to-24 year olds, at 34 percent versus 20 percent, respectively (Dolliver, 2013).

As discussed, Millennials are very price sensitive. Coupling this with their digital savviness, Millennials are more than twice as likely to download coupons from online coupon sites, manufacturer websites or social networks as Baby Boomers (Dolliver, 2013). Further, because they are less likely to be brand loyal, only “47 percent of Millennials believe brands are ‘somewhat’ or ‘extremely’ important in their grocery purchase decisions, compared to 61 percent of Baby Boomers” (Prepared Foods, 2012).

IV. Buying Power

Baby Boomers currently hold the strongest buying power; however, by 2020, it is estimated that Boomers will represent only 20 percent of the U.S. population, “dropping their at home spending by as much as \$15 billion per year through 2020” (Prepared Foods, 2012).

Millennials are directly responsible for \$200 billion in annual spending and indirectly responsible for \$500 billion in annual spending when including dollars spent by their parents (Fromm, Lindell & Decker, 2011). One out of every five dollars spent in the United States in 2009 was either spent by or on a Millennial (Hartman Group, 2010). As this generation ages, this number will continue to increase, giving Millennials the most buying power of any generation in history (Fromm, Lindell & Decker, 2011).

V. Segments of Millennials

The Millennial generation spans just short of twenty years, making it necessary to break down this cohort into smaller segments that are more closely related from a life stage, values and behavioral

perspective. It is important to realize that not all Millennials are created equal, so brands must clearly define exactly who their audience is within the Millennial generation and cater their messaging and touch points to the appropriate segment. The Boston Consulting Group (BCG), together with Barkley, conducted a research study that yielded six segments within the Millennial population: Hip-ennial, Millennial Mom, Anti-Millennial, Gadget Guru, Clean and Green Millennial, and Old-School Millennial (Fromm & Garton, 2013, p. 39). A more in-depth profile of each segment is provided below.

Hip-ennials make up 29 percent of the Millennials, which is the largest of the six segments. They are very optimistic and truly believe they can help “make the world a better place” (Fromm & Garton, 2013, p. 40). They are very cultured and engaged in global issues. Although Hip-ennials are the greatest users of social media, they are unlikely to personally contribute content. They are very active in charitable affairs, whether donating money, volunteering, or purchasing brands that are affiliated with a cause. This group is widely comprised of unemployed females, either due to the fact that they are still students or because they are homemakers (Fromm & Garton, 2013, p. 40).

Millennial Moms are the next largest segment, representing 22 percent of the generation. These Millennials tend to be older with more disposable income. Although they are highly social, they often feel isolated from their social groups due to their busy daily routines. They love to work out, travel and are very family oriented. Millennial Moms are digitally savvy and high users of the internet and social networks (Fromm & Garton, 2013, p. 44).

As previously mentioned, Millennials tend to be more liberal than non-Millennials, have a stronger sense of adventure and have a greater desire to purchase green products than non-Millennials. Anti-Millennials, who make up 16 percent of the generation, are the exceptions to these generalizations. Anti-Millennials are locally minded, conservative, and prefer familiarity over adventure or change. They are also less likely to go out of their way to purchase green products and services. This group skews towards Hispanic females living in western United States (Fromm & Garton, 2013, p. 46).

Gadget Gurus are the epitome of digital natives. They are successful, wired and free spirited. They are the segment that has the greatest device ownership, are very active in both consuming and contributing content to social media, and are the earliest adopters of technology. Making up 13 percent of the Millennial generation, this group is dominated by single males with an above-average income (Fromm & Garton, 2013, p. 42).

The youngest Millennial segment is the Clean and Green Millennials. This group makes up 10 percent of the cohort and is comprised of full-time students who are likely to be Hispanic males. They are the greatest contributors of content and are very “cause driven, healthy, green and impressionable” (Fromm & Garton, 2013, p. 43). Their motto is, “I take care of myself and the world around me” (Fromm & Garton, 2013, p. 43).

Lastly, the Old-School Millennial believes that social media is too impersonal and would prefer face-to-face interaction. This group makes up the remaining 10 percent of Millennials, and not surprisingly, they spend the least amount of time online. They are self-directed, charitable and independent. They are generally older, cautious consumers, and are more likely to be Hispanic (Fromm & Garton, 2013, p. 41).

IV. Case Studies

I. Old Spice

Old Spice is owned by Proctor & Gamble (P&G) with over 70 years of brand history (Proctor & Gamble, 2014). Old Spice is comprised of a portfolio of products ranging from antiperspirants and deodorants to body washes and body sprays, as well as after shaves and colognes (Proctor & Gamble, 2014). Old Spice launched their body wash product line for men in 2003. Although Old Spice entered this category at a time with limited competition, the category was fast growing, with rapidly increasing

competitive pressures (D&AD, 2011). In 2006, Old Spice appointed Wieden+Kennedy as their new agency of record in response to continually declining market share (D&AD, 2011).

Wieden+Kennedy was initially tasked with growing Old Spice's share by finding a relevant place for Old Spice in the lives of younger men. To do so, the agency developed an ethnography of the intended audience to determine current brand perceptions, desired product attributes, purchase behavior, etc. Not only did they confirm that Old Spice can deliver on the desired "masculinity" attribute, but they also uncovered a new targeting segment. Through this research, Wieden+Kennedy found that women were responsible for more than 50 percent of body wash purchases in the United States (D&AD, 2011). Whereas historically Old Spice spoke directly to men, Wieden+Kennedy made the recommendation to develop a campaign that can speak to both men and women (D&AD, 2011). The campaign that brought this concept to life was titled, "Smell Like a Man, Man." The first commercial, "The Man Your Man Could Smell Like," initially aired during the 2010 Super Bowl, featuring a former NFL athlete, Isaiah Mustafa (Bullas, 2011).

Wieden+Kennedy followed the Super Bowl spot by extending the campaign to social networks including Twitter, Facebook, Reddit and YouTube (Vaynerchuk, 2011). The campaign saw instant positive results, making this one of "the fastest growing and most memorable executions of all time" (Riolo, 2013). Not only did this campaign help boost sales by 107 percent, but it also garnered 23 million impressions and 80,000 Twitter followers within the first two days, increased Old Spices' Facebook interaction rate by 800 percent, earned over one billion unpaid impressions (D&AD, 2011) and 236 million YouTube views, making this the number one most viewed sponsored channel on YouTube (Bullas, 2011). Old Spice became the number one selling brand of body wash for men (D&AD, 2011).

Wieden+Kennedy kept users engaged by asking followers to submit questions for the Old Spice Man, of which some of the questions would be personally answered through the release of short videos

by Mustafa himself. Within two days, Mustafa responded to over two hundred questions, of which the crew was only given seven minutes to both write and shoot each response (Vaynerchuk, 2011).

Based on the results of this campaign, it is safe to assume that Old Spice uncovered some best practices that could be considered by other brands. First, they did not rely solely on traditional channels; rather, they seamlessly integrated their offline and online content, social media and PR to heighten the buzz and continue to drive engagement with the campaign. As previously discussed, Millennials do not delineate between the online and offline world, so Old Spice's cross-platform approach was a natural fit within the lives of the target consumers.

The online content was short in duration and was created in real-time in response to actual brand followers. It is generally recommended that brands keep their online videos to two minutes or less (Schreiber, 2012); however, Old Spice kept all of their videos to one minute or less, of which many lasted only 17 seconds (Bullas, 2011). This provided users with low-commitment, entertaining bites of content that not only spoke to them directly, but also laddered up to the main campaign idea.

Millennials are a generation comprised of creators who expect customization to always be an option (Hartman Group, 2010). They also seek interaction with their favorite brands on social channels (Fromm & Garton, 2013, p. 15), and feel a strong sense of connection when a brand speaks directly to them and/or responds to a social post. Old Spice successfully satisfied all of these Millennial wishes through their "Ask the Old Spice Man" video execution.

The large number of videos released by the brand in the short time period also aided in making this campaign "talkable." The campaign quickly went viral receiving billions of earned impressions. Not only did the users who received the personalized video responses share the content with their network, but the campaign was also picked up by the mass media, further extending reach on behalf of the brand.

II. Dunkin' Donuts

Dunkin' Donuts opened their first location in 1950 in Quincy, Massachusetts. Today, Dunkin' Donuts has accumulated over 60 years of brand equity, and operates over 11,000 locations in 33 countries (Dunkin' Donuts, 2014). In 2013, John Costello, President, Global Marketing and Innovation, faced a challenge: "How does a 60-year-old brand stay relevant with today's changing consumer? Further, what is the role of new/digital media when traditional media is still performing well?" (Costello, 2014).

Dunkin' Donuts started a repositioning effort in 2006 with the launch of the "America Runs on Dunkin'" campaign. For a company that has its history built on being a donut shop, Dunkin' Donuts took a risk by attempting to take on coffee powerhouses, such as Starbucks, by repositioning themselves as a coffee shop. However, this risk was supported in sales, as coffee was responsible for 63 percent of domestic sales between 2000 and 2006 (Hoy, 2006).

In order to achieve this repositioning, Dunkin' Donuts did not stray from who their traditional core consumers are: "authentic, down-to-earth, not driven by status, proud to have things to do, and 'regular people'" (Costello, 2014). Dunkin' Donuts saw this consumer profile as an opportunity, as this profile has polarizing characteristics of how consumers perceive people who drink coffee from brands such as Starbucks (Costello, 2014). To capitalize on this opportunity, Dunkin' Donuts differentiated themselves by focusing on the "fast fuel" that coffee provides, rather than the "lifestyle" of drinking coffee (Hoy, 2006).

Dunkin' Donuts tasked their agency of record, Hill Holiday, to help with the repositioning, and ultimately help the company triple sales between 2006 and 2016 (Inter Public Group, n.d.). Within five years, Dunkin' Donuts overtook Starbucks as number one in customer loyalty, and is the number one retailer of hot and iced coffee (Inter Public Group, n.d.). In 2011, the campaign evolved into an extension of the original campaign, "What Are You Drinkin'" (Lukovitz, 2013).

With this successful campaign brought another challenge. Even with the rapid growth, they would not be able to achieve their lofty sales goals if they did not increase penetration among new consumers. In order to do so, they would need to start speaking to Millennials, which was a segment that their current campaigns were not successfully reaching. The “America Runs on Dunkin’” campaign was a heavy print and television campaign, which are two medias that are not particularly effective for reaching Millennials (Hoy, 2006). In 2013, Dunkin’ Donuts made some strategic decisions that would not abandon what was currently working well for them, but expand upon what was working with a digital compliment. They started with the release of their first mobile application in 2013 (Dunkin’ Donuts, 2014).

In 2013, John Costello was very diligent to build upon the work that had already been successful. By building upon previous campaigns, he believed that consumers would feel a greater connection to the messaging and be more likely to engage with the campaign. To do so, Dunkin’ Donuts launched a “#MyDunkin” campaign in 2013, where users were asked to share their Dunkin’ Donuts passion with their social media networks. Dunkin’ Donuts would then feature a “Fan of the Week” on their Facebook cover photo, as well as select a handful of users to star in their national television spots (Lukovitz, 2013).

The “What Are You Drinkin’” campaign started a conversation with consumers, providing the “#MyDunkin” campaign the opportunity to follow up with answers to the question, engaging fans and allowing them to be a part of the brand’s story. Further, Dunkin’ Donuts has historically relied on television and print advertising; however, they also extended this campaign into digital channels, as well as included social extensions in their television messaging in an effort to further connect with Millennials (Lukovitz, 2013).

Dunkin’ Donuts did not stop there. In January, 2014, they launched DD Perks, their new loyalty program that leverages digital capabilities for rewards deliveries and redemptions (Vodicka, 2013). This program is incorporated with the Dunkin’ Donuts mobile application, which allows a one-stop-shop for

customers to pay via their mobile device, as well as collect points and redeem rewards (Vodicka, 2013). Dunkin' Donuts is collecting the data to provide personalized offers to members based on their actual brand preferences and purchase habits (Vodicka, 2013).

Dunkin' Donuts saw early success with strong campaign engagement and increased social mentions. Although it is still unknown whether Dunkin' Donuts will meet their 2016 sales goal, they have taken a strong step in the right direction by successfully sparking conversations with the Millennial generation.

First and foremost, they brought digital touch points into the media mix. Without the digital component, there would have always been an "irrelevancy factor" within this generation, as Millennials expect brands to be active on social media and other digital touch points. Second, they allowed users to be a part of the marketing. As discussed, Millennials are creators, and they want to feel as if their voice is heard. The "#MyDunkin" execution satisfies both of these desires, as this was a social driven campaign leveraging real stories of real customers. Third, they did not abandon traditional media. Rather, they integrated digital into their tried and true media mix. Millennials still consume traditional media, and more importantly, so does Dunkin' Donuts' core consumers (non-Millennials). Therefore, complementing their media with digital integrations not only resonates with both consumer groups, but also adds "news" to what they were previously activating against for five-plus years. Fourth, Dunkin' Donuts launched a digital loyalty program that incorporated owned assets that already existed. As previously discussed, Millennials are very price sensitive and are motivated by special offers provided through loyalty programs. They are known to go out of their way to shop where they are a loyalty program member in order to reap their rewards. Dunkin' Donuts' new loyalty program has started to capitalize on this characteristic of the Millennial generation, while gathering useful insights on their consumers at the same time.

V. Grounding on Betty Crocker

I. Company History

Betty Crocker is the market leader in the \$1.9 billion dessert mix category, manufacturing over 200 products, including cake mixes, ready-to-eat frostings, packaged meals and Bisquick baking mix (General Mills, 2013). Betty Crocker is an iconic brand with equity over 90 years old.

In 1921, “Gold Medal Flour ran a promotion offering consumers a pincushion resembling a flour sack if they correctly completed a jigsaw puzzle of a milling scene” **[Figure 5A]** (Betty Crocker, 2014). As a result of the promotion, The Washburn Crosby Company, a flour-milling company and predecessor of General Mills, received an influx of questions regarding baking. Washburn Crosby added a personal touch by closing their responses with the signature of Betty Crocker (Betty Crocker, 2014). The Crocker surname was chosen in honor of a recently retired director of the company, William G. Crocker, and the name Betty was chosen on the pure fact that it sounded like a “friendly name” (Betty Crocker, 2014). The signature used to close the customer inquiries is still the signature that is used today **[Figure 5B]**.

At the same time, the company was looking to expand their consumer business, so they started sponsoring cooking schools across the country to promote the quality of Gold Medal Flour through baking demonstrations. The demand for these schools quickly grew, as did the popularity of Betty Crocker, and within a few years, the company created a Home Service Department of 21 economists that were experts on the product. Ultimately, this was the beginning of the Betty Crocker Kitchens (Betty Crocker, 2014).

In 1924, Washburn Crosby Company purchased a local radio station that was entering bankruptcy, changed the station name to WCCO, and quickly launched daytime radio’s first cooking show, “Betty Crocker Cooking School of the Air” (Betty Crocker, 2014). There were 238 “graduates” after the first year of the on-air cooking school (Betty Crocker, 2014). By 1927, the cooking school became a program on the NBC Network, which continued the program for 24 years (Betty Crocker, 2014).

The 1940s and 1950s were prime years for capitalizing on built-up-equity and expanding brand building across the country. By the 1940s, Betty Crocker was widely-recognized across America, as surveys showed that nine out of ten American homemakers knew her name (Betty Crocker, 2014). Fortune magazine named Betty Crocker the “second best-known woman in America” after first lady Eleanor Roosevelt. By the 1950s, Betty Crocker expanded to television with programming on CBS and ABC. In 1954, Betty Crocker initiated a scholarship fund for high school seniors, providing awards based on their knowledge of cooking, baking and household management (Betty Crocker, 2014). This scholarship fund continued for 23 years.

The first Betty Crocker Cook Book was published in 1950 and has since released over 250 versions and is a national best-seller (Betty Crocker, 2014). The Betty Crocker Red Spoon was first placed on packaging in 1954. Although minor modifications have been made over the years, the red spoon is “the most recognizable symbol of Betty Crocker today” (Betty Crocker, 2014).

II. Current Brand Challenges

Betty Crocker’s baking products consist of pre-packaged, pre-measured ingredients that only require consumers to add a few ingredients prior to baking. While the box and pouch products are popular among Baby Boomers as they are looking for simple, time saving solutions, these products do not have a natural fit into the lives of Millennials.

As previously discussed, Millennials are creators who prefer the freedom to make their projects their own. They do not like to be told specifically how to do something, as they want the option for customization. With that said, Millennial bakers tend to prefer to bake from scratch, rather than use pre-packaged ingredients. They perceive pouched and boxed products to be made with less quality ingredients, be of mediocre taste, and be less enjoyable to bake in comparison to options made from scratch (Mount, 2012). Although the ingredients within the packet are made from quality ingredients

(ex. Gold Medal Flour), the fact that the measurements are predetermined and leaves no room for creativity makes these products less appealing to this consumer segment.

The Millennial baking segment is sizable, as 77 percent of female Millennials bake at an average frequency of 17.5 times per year (Mount, 2012). The frequency of baking is driven more by life stage than it is by age. Unmarried bakers tend to bake at the least frequency, whereas those married with 3+ children tend to bake at the highest frequency (Mount, 2012). Millennials are more likely to bake from scratch for holiday gatherings and when “in the mood for baking”; however, they are known to use mixes when craving sweets or in the mood for a quick snack (Mount, 2012).

Based on this research, Betty Crocker has identified their target audience to be “Millennial Moms with children in the household.” This is the target that will be considered with the recommendations within this section.

VI. Research Question

There is much literature written about how Millennials differ from the older generations, specifically Baby Boomers, but there is limited research on what similarities the two generations share from a marketing effectiveness standpoint. In order to engage both groups, brands must look for synergies between the two groups in an effort to start speaking with Millennials while maintaining sales and connections with non-Millennials.

With that said, this paper’s research question is: How can iconic brands that have historically targeted the Boomer generation pivot to become relevant with Millennials, while not alienating their core consumer (non-Millennials)?

VII. Research Plan

The intention for this research was two-fold. The first objective was to create a list of best practices that can be considered by brands that are embarking on the journey to the Millennial audience. Second, this research aimed to garner insights that can lead to a recommendation for how Betty Crocker, a brand that is currently facing this issue, can better speak to Millennial consumers while maintaining strong baselines driven by the Boomer generation. In addition to the secondary research previously presented in this paper, a combination of qualitative and quantitative research was conducted to identify characteristics that could feed into a recommendation that can provide sustainability for brands through the generational shift.

First, focus groups were conducted as a qualitative method, selected due to the nature of the research: discovery and exploration. Two separate focus groups were conducted in order to gather insights on the perceptions of both generational segments without overlap. The results could then be compared and analyzed to inform the second stage of research, a qualitative survey.

In order to obtain a wider collection of data, a survey was distributed to both Millennials and non-Millennials. The goal of this research was to attain a deeper understanding of what specific characteristics are most influential to the creation of brand perceptions, what drives brand preference and purchase, and how Millennials, Generation Xers and Baby Boomers perceive Betty Crocker.

The focus group and survey sparked additional questions around the origin of certain perceptions and purchase barriers specific to Betty Crocker. In order to gain a deeper understanding of these barriers, store walks were conducted at three different retailers, comparing Betty Crocker to its two main competitors on the basis of the four P's of marketing (price, promotion, placement and product). The main goal of these walks was to identify the factors that lead to said perceptions to help inform a recommendation that aims to bring Betty Crocker back into the consideration set among both Millennial and non-Millennial bakers.

VIII. Primary Research

I. Focus Group

a. Objective

Two focus groups were conducted; one comprised of 8 Millennials, and one comprised of 8 non-Millennials (included both Generation X and Baby Boomers). The goal of this research was to determine consistencies and points of difference across generations on specific topics such as brand advocacy, brand perceptions, and purchase behaviors.

b. Participants

Sixteen participants were recruited to participate in the focus groups. The participants were selected on the basis of age and whether or not they have children. Because purchase behavior changes based on the presence of children, the similarities and differences between those with and those without children in the household were of interest. For both groups, half of the participants had children in the household, and the other half did not have children in the household. It was also important to include both males and females in the groups, as purchase habits and brand perceptions vary based on gender. Both groups had the same number of males and female participants. One moderator guided both discussions.

c. Instruments

The moderator relied on a written guide to lead the discussion [**Figure 8A**]. As an introduction activity, participants were asked in advance to think about their two favorite brands. Then, with these brands in mind, share the reason they first started purchasing the brand, why they continue to be advocates, and what specific images or visuals they attribute to the brand.

The primary activity that guided the discussion was a sorting exercise led by the moderator. The moderator broke the participants into two groups, providing each with an identical set of brand names. The moderator then asked the participants to imagine that they (the participants) were at a cocktail

party, and the brands were attendees at the party. The participants had to then group the brands by social groups and what brands would be interacting at the party. The intention of the exercise was to encourage participants to imagine the brands as individuals with personalities in hopes of eliciting deeper perceptions of brands. Further probing of categorization rationale of the participants provided additional insights into the participants' relationships with the brands.

All of the brands included in the exercise have recently made changes in their positioning to start driving relevance with Millennials on some level. The brands included for discussion were: Betty Crocker, Apple, Microsoft, McDonald's, Dunkin' Donuts, Coca Cola, AT&T, Old Spice, Buick, Cadillac, Heineken, Seven Eleven and Chipotle.

d. Results

The breadth and types of brands identified during the introduction activity varied between Millennials and non-Millennials **[Figure 8B]**. Below is a sample of the favorite brands identified and discussed by each generational cohort:

Figure 8B

Millennials		Non-Millennials	
American Express	Climb Gear	Budweiser	Ford
Apple	MAC	Chevrolet	Harley Davidson
Athleta	Nike	Coca Cola	Kohl's
Aveda	Tide	Cover Girl	Levi's
Cannon	Titleist	Crest	Silver Jeans

The brands identified by Millennials were generally newer, more innovative brands spanning across a variety of categories. These categories include athletic apparel/gear, clothing, consumer packaged goods (CPG), financial institutions, photography and technology. With the wide variety of brands and categories mentioned, there were no duplicated brand mentions among this group. When asked why they first started purchasing the brand, many factors were mentioned, including:

- "Familiarity of brand due to mom/parents' brand preferences"
- "Recommendations from friends/family"
- "Brand seems down to earth and made for real people"

"Contains natural ingredients"
"Helps streamline my life"
"Remain 'on trend'"
"Brand has really good reviews"

Quality and price were factors that were consistently mentioned as motivators to continue purchasing the brand. Participants had strong, abstract image associations with their favorite brands, illustrating a deep, thoughtful connection with the brands of their choosing.

The brands identified by non-Millennials were generally more iconic and/or classic, and more focused within a select range of categories, such as automotive, clothing and CPG. Whereas there were no duplicate brands mentioned among the Millennial focus groups, Coca-Cola and Chevrolet were mentioned by more than one participant among non-Millennials. The reasons for their original brand purchases were mainly driven by perceived quality, convenience and status:

"What I used growing up"
"Replace a less quality item"
"Brand has options that fit my current needs"
"Convenient store locations"
"Portrays status"

Quality, customer service and "routine" were the most common reasons for continued purchase among non-Millennials. Multiple participants mentioned their brand loyalty. Not everyone had a strong reason for purchasing certain brands other than "it's just what I always buy." Price was not mentioned as a factor that drove initial nor continued purchase. Non-Millennials did not have strong image associations with their favorite brands outside of the brand logo.

The primary activity of grouping the "cocktail party attendees" based on social cliques allowed for the identification of key similarities and points of difference among the way Millennials and non-Millennials perceive the various brands [Figure 8C]. Although participants were encouraged to personify the brands outside of their product offering categories, the brands were grouped based on category for the purpose of analysis.

There was general categorization consistency across all four groups among technology brands. Apple was consistently referred to as a hip, trendy brand, with a nod to being “cultured/worldly.” The perception of AT&T and Microsoft varied among Millennials and non-Millennials, however, were fairly consistent within the respective cohorts. AT&T and Microsoft were categorized as “2nd in Command” by both Millennial groups, whereas non-Millennials perceived these brands to be fairly irrelevant with “nothing to say” to the other brands at the hypothetical cocktail party.

Millennials perceived AT&T and Microsoft to be the “nerds” at the party who only talked about technology, whereas Apple was the brand that was cracking jokes, mingling with other brands at the bar, and being sought out by the other brands throughout the evening. Non-Millennials perceived Apple to be somewhat snarky, potentially making fun of other brands who are trying to be trendy with the Millennials, such as Heineken. One of the non-Millennials groups mentioned that AT&T was likely talking to Betty Crocker and Cadillac about the fact that Old Spice and Buick are “traitors”, as they are now trying to appeal to the younger crowd. Both groups thought Microsoft spent the majority of the evening by themselves, wishing they still had common interests with other brands.

Brand	Group 1 - Millennials	Group 2 - Millennials	Group 3 - Non-Millennials	Group 4 - Non-Millennials
Apple	Hip and New "Yuppie" Brand	Trendy, Young, Hipster Brand	Trendy, Hipster Brand	Worldly/Cultured
AT&T	2nd In Command	2nd In Command	"Old Fogie" Brand	Hanging Out With Nothing to Say
Microsoft	2nd In Command	2nd In Command	Has Nothing In Common With Anyone	Hanging Out With Nothing to Say

The automotive category saw some inconsistencies both across and within cohorts. Whereas Millennials deemed Buick as an “Old Person’s” brand, non-Millennials recognized the fact that they are no longer Buick’s primary target. Non-Millennials categorized Buick as an outcast at the party, as well as called out the fact that they seem “lost” as a brand while they are trying to reinvent themselves with the younger crowd. Neither cohort identified Buick as a brand relevant to their generation. Cadillac, on the other hand, was generally also considered an “old person’s” brand. However, one of the Millennial

groups did perceive the brand to be iconic, and recognized Cadillac as an “aspirational” brand. When asked what brand they would personally seek out at the party, multiple Millennial males responded with Cadillac, with the rationale of “must have done something right” and “they know how to get the ladies.”

Brand	Group 1 - Millennials	Group 2 - Millennials	Group 3 - Non-Millennials	Group 4 - Non-Millennials
Buick	"Old People" Brand	Moms, Dads, Grandmas and Grandpas	Trying to Reinvent Themselves - Currently "Lost"	The Outcast
Cadillac	Icons of their Genre	Moms, Dads, Grandmas and Grandpas	"Old Fogie" Brand	Grandma/Grandpa Brand

The CPG category of brands generally had similar perceptions across all four groups. Betty Crocker was consistently categorized as an “old person’s” brand. Two of the groups mentioned the fact that Betty Crocker is likely wearing a red apron to the hypothetical party, and one of the groups suggested she might also be carrying a red spoon. Although Old Spice is accepted as a brand that has successfully repositioned itself to be relevant with Millennials, there were still inconsistencies with perceptions among both Millennials and non-Millennials. Whereas both non-Millennial groups recognized Old Spice’s recent reinvention as a younger brand, only one of the Millennial groups identified Old Spice as a brand for them. The other Millennial group still categorized Old Spice as an “old person’s” brand. Coca-Cola was generally accepted as an iconic/worldly brand. One Millennial group mentioned the fact that they are starting to lose their luster, as they are too unhealthy and “ cliché” for their liking. Lastly, Heineken had mixed perceptions, from they “have no friends” to “they are trendy” and “worldly.” No matter how Heineken was classified, this brand was consistently identified as the brand at the party that the participants were “least likely to consider purchasing.” The most common reasons for this were: “they are a bottom of the barrel brand”, “I have no room for this brand in my life” and “they do not have anything special over the competition.”

Brand	Group 1 - Millennials	Group 2 - Millennials	Group 3 - Non-Millennials	Group 4 - Non-Millennials
Betty Crocker	"Old People" Brand	Moms, Dads, Grandmas and Grandpas	"Old Fogie" Brand	Grandma/Grandpa Brand
Old Spice	"Old People" Brand	Trendy, Young, Hipster Brand	Trying to Reinvent Themselves - Currently "Lost"	Brand for the Younger Crowd
Coca-Cola	Icons of their Genre	Everyone Knows Them, But They Are Less Trendy and Popular Than They Think	Iconic Brand The Entire World Knows	Worldly/Cultured
Heineken	Has No Friends	Trendy, Young, Hipster Brand	Trendy, Hipster Brand	Worldly/Cultured

The last category of brands to attend the hypothetical party was convenience and foodservice. With the exception of McDonald's, this category saw consistent categorization and perceptions across all four groups. Chipotle was identified across the board as a trendy/hip brand for the younger crowd. Within the Millennial conversations about this brand, it was mentioned that Chipotle is likely talking to Apple about the Community Supported Agriculture (CSA) groups they are affiliated with, as well as politics, as "they both hold a liberal point-of-view." Non-Millennials thought Chipotle might be drinking a micro-brewed beer while being sought out by Old Spice and Buick, as these brands aspire to befriend Chipotle. All four groups recognized the fact that Dunkin' Donuts and 7-Eleven are highly recognized brands, but also had a hard time finding differentiating factors about their brand or offerings. It was mentioned in three out of the four groups that there are limited associations with these brands due to the fact that there are no store locations within a close proximity to their geographical locations.

Brand	Group 1 - Millennials	Group 2 - Millennials	Group 3 - Non-Millennials	Group 4 - Non-Millennials
McDonald's	Everyone Knows Them, But Nobody Cares About Them	Everyone Knows Them, But They Are Less Trendy and Popular Than They Think	Iconic Brand The Entire World Knows	Worldly/Cultured
Chipotle	Hip and New "Yuppie" Brand	Trendy, Young, Hipster Brand	Trendy, Hipster Brand	Brand for the Younger Crowd
Dunkin' Donuts	Everyone Knows Them, But Nobody Cares About Them	Everyone Knows Them, But They Are Less Trendy and Popular Than They Think	Represent Coffee and Donuts	The Outcast
7-Eleven	Everyone Knows Them, But Nobody Cares About Them	Everyone Knows Them, But They Are Less Trendy and Popular Than They Think	Represent Coffee and Donuts	The Outcast

When asked in the closing of the focus group which brands each of the participants would seek out first if they were also attendees at the party, Millennials tended to gravitate towards the brands that offered innovative, all-natural or liberal brands, such as Chipotle or Apple. Non-Millennials tended to gravitate towards brands that are highly successful and iconic, such as Cadillac and Coca-Cola. Both Millennials and non-Millennials mentioned Heineken as a brand they would not approach at a party. In addition, Millennials identified 7-Eleven and McDonald's as brands they would avoid because they are not looking for products with poor quality ingredients or taste, nor are they willing to enter "dirty" stores. Walmart also came up during this conversation. Similarly, non-Millennials also identified 7-Eleven due to their perceived level of store cleanliness and "old gas pumps."

II. Survey

a. Objective

An internet survey was conducted to further explore the insights garnered from the focus groups at a larger, national scale. The goal of the survey was to obtain deeper insights into specific purchasing behaviors and what characteristics are most influential to the creation of the brand perceptions of Millennials, Generation Xers, and Baby Boomers.

b. Participants

Because the survey aimed to compare the brand perceptions and influential factors of Millennials to non-Millennials, it was important to obtain a substantial number of responses from people who belong in both categories. In order to categorize the respondents, the first two questions asked participants to identify their age and sex, as it was also important to identify gender differences in motivational factors. Out of the 99 respondents, 59 were Millennials and 40 were non-Millennials.

c. Instruments

The survey was deployed on April 11, 2014, using Qualtrics, an online survey and analytics platform. Over the course of a week, 99 surveys were completed at an 85 percent completion rate. Due to budget and time restrictions, a convenience sample was approached for participation via social media and personal email, with extensions to second tier networks through friends and family.

The questionnaire comprised of 22 questions, leveraging a combination of both open and closed-ended questions [Figure 8D]. The majority of questions were made up of multiple choice and rating scales, but also included short answer questions in an effort to glean further insights in an unrestricted manner. The type of question was selected based on the level of measurement desired for the respective concept. The survey included questions at the nominal, ordinal and interval measurement levels.

The survey was structured with the intention of being simple and engaging to complete. As previously mentioned, the first two questions of the survey were included to qualify respondents as in-target consumers, as well as categorize respondents into the appropriate generational category. The next six questions aimed to get the respondent to start thinking about their individual purchasing habits and brand affiliations. The consecutive questions required more in-depth reflection, asking respondents specific questions regarding brand perceptions, influencers to purchase, and characteristics that could personally affect their intent to purchase various brands. The last five questions were specific to the respondent's affiliation and experience with Betty Crocker, if any exists.

d. Results

Of the 99 respondents, 60 percent were Millennials, and 40 percent were either Generation X or Baby Boomers. These cohorts were grouped together for the ease of comparing the perceptions and attitudes of Millennials to non-Millennials. Seventy-six percent of the Millennials respondents were female and 73 percent of the non-Millennial respondents were female. Whereas this data skews heavily

towards female respondents, the even split across both cohorts allows for a consistent comparison between Millennials and non-Millennials' perceptions.

In order to determine what channels of media were most important to each cohort, respondents were asked to select the two channels they believe they use the most often [Figure 8E]. Millennials identified the internet and social media as their primary and secondary mediums. Twenty-seven percent of Millennials selected the internet/Web as their highest usage medium, with 28 percent selecting social media as their second most used medium. Overall, 31 percent identified the internet as either their primary or secondary, and 26 percent selected social media as either their primary or secondary medium of choice. Television was the third most heavily weighted channel with 19 percent selecting as their primary or secondary medium of choice.

Non-Millennials relied more heavily on television, receiving 27 percent selection of either the primary or secondary channel of choice, of which 37 percent of respondents selected television as their top used channel. The internet was their second most used channel, receiving 20 percent of the selections among the mediums of choice. Radio and email were tied for the third most used channel, with each receiving 15 percent of selections.

When asked whether or not the consumption of these channels happened simultaneously or separately, there was an inverse response among Millennials and non-Millennials. Whereas 59 percent of Millennials responded that the consumption of their primary and secondary medium of choice typically happens simultaneously, 60 percent of non-Millennial respondents stated that their consumption typically happens as stand-alone occasions. This supports the preliminary research stating that Millennials are more likely than non-Millennials to multi-task with multiple devices when consuming media.

Among those on social media, 46 percent of Millennial respondents admitted to following their favorite brands, whereas only 10 percent of non-Millennials admitted to doing the same. When asked

why they follow their favorite brands, Millennials leaned toward reasons such as receiving special deals, coupons or discounts, to keep current with new products and stay updated on the brand. Among the few non-Millennials that reported following their favorite brands on social, the reasons were more consistent, with staying current with the brand and learning about new products as primary reasons recorded **[Figure 8F]**.

Although non-Millennials were slightly more likely to identify themselves as brand loyal (68 percent of non-Millennials versus 59 percent of Millennials), the majority of respondents from both groups agreed with the statement “Do you consider yourself to be brand loyal?” Among those that identified themselves as brand loyal, there were both consistencies and differences in the loyalty drivers across both groups. Characteristics such as quality and taste were among the most mentioned reasons for brand loyalty for both cohorts; however, the reasons that drive brand loyalty among Millennials were more fragmented than non-Millennials **[Figure 8G]**. Specific brands were mentioned frequently, as were words and phrases such as “I grew up with the brand,” “experience,” “innovation,” “price” and “value.” Non-Millennials were more consistent with their reasons for loyalty, with words and phrases such as “best,” “consistent,” “habit,” and “features” most frequently mentioned. Neither “price” nor “value” was mentioned among the non-Millennial respondents.

When respondents were asked to rate factors that are most influential to purchase intent, both Millennials and non-Millennials were consistent with the motivators selected **[Figure 8H]**. Both cohorts were most driven by prior experience with the brand, followed by price. The degree to which they felt that the brand can fit their needs, or “gets them”, was the third most influential factor across both groups. The factors the respondents deemed least influential were also consistent across both groups. The usage of spokespeople/endorsements was selected as the least influential purchase driver, followed by the presence of a loyalty program affiliation.

When respondents were asked to rate the extent to which they agree with a variety of statements regarding their shopping and brand preferences, similar preferences were selected across both groups **[Figure 8I]**. The majority of respondents from both cohorts selected either “Strongly Agree” or “Agree” that they consider themselves to be brand loyal. The statements that received the highest degree of agreement among both Millennials and non-Millennials were: “I prefer to support companies that are environmentally friendly and/or globally involved” (71 percent and 68 percent, respectively), “I am more driven by quality of an item rather than price of an item” (71 percent and 75 percent, respectively), and “I am more likely to initiate a shopping trip if I have discounts or offers available” (72 percent and 68 percent, respectively). The statement that received the least agreement among both groups was “I prefer to shop at local businesses or specialty shops over big box retailers,” with 47 percent agreement among Millennials and 53 percent agreement among non-Millennials.

Because the results of this study will be applied to Betty Crocker, respondents were asked questions specifically regarding their grocery shopping habits and food and beverage purchases. Respondents were asked to rate their likelihood of paying more for an item based on various factors; prior experience with the brand was the factor most frequently selected among both cohorts **[Figure 8J]**. The second most common response among Millennials was the usage of natural ingredients in the product (64 percent agreement), whereas brand name was the second most common factor selected for grocery items among non-Millennials (60 percent). Interestingly, brand name was the factor that received the least agreement with the statement among Millennials, and the presence of natural ingredients was the factor that received the least agreement among non-Millennials.

The last four questions were specific to their experiences with Betty Crocker baking products. While 63 percent of non-Millennials have purchased Betty Crocker baking products in the last six months, only 42 percent of Millennials have purchased Betty Crocker within this time frame **[Figure 8K]**.

Depending on whether they reported purchasing Betty Crocker baking products in the last six months, respondents were asked to explain either their motivations or barriers to purchasing the brand. Among Millennials who have not purchased within the last six months, the most common reasons were that they prefer homemade/scratch baking, they don't bake or they perceive Betty Crocker to be of low quality. The barriers were similar for non-Millennials, reporting that they prefer to bake from scratch, avoid processed/pre-packed foods with additives, or they don't bake/are too busy to bake. There were also various mentions of a preference to Pillsbury products among non-Millennials **[Figure 8L]**.

Among Millennials who have purchased Betty Crocker baking products in the last six months, the most frequent reasons were price, brand recognition, variety of offerings and past experience with the brand. "Probably" was a word frequently used within responses, suggesting uncertainty in what drove their purchase decision. Conversely, non-Millennials were more certain on their decision to purchase the brand, responding with a variety of purchase drivers; price, quality, prior experience with the brand, product availability and the offering of gluten free options were the most frequently mentioned reasons for purchase **[Figure 8M]**.

A variety of factors were provided in which respondents were asked to rate their level of agreement with how likely each factor is to increasing brand consideration **[Figure 8N]**. The most agreed upon factor, with 54 percent agreement among Millennial respondents, was "I would be more likely to consider purchasing Betty Crocker if I had more creative ideas for what I could make with the mixes." This further supports the notion that Millennials are commonly scratch bakers, as they like the option of customization and to be personally responsible for their creations. The second most agreed upon factor among Millennials, with 47 percent agreement, was "I would be more likely to consider purchasing Betty Crocker if they lowered their prices." The most agreed upon factor, with 63 percent agreement, among non-Millennial respondents, was "I would be more likely to consider purchasing Betty Crocker if I knew they were made with high quality ingredients, such as Gold Medal Flour." Consistent with Millennials,

non-Millennials also selected “I would be more likely to consider purchasing Betty Crocker if they lowered their prices” as their second most agreed upon factor, with 58 percent agreement.

Lastly, respondents were asked to describe the Betty Crocker brand in three words or less, and list any images or symbols that come to mind when they think of the brand. Although the imagery was mostly consistent across both groups, the adjectives used to describe the brand varied. Millennials used words such as “grandma,” “classic,” “old,” “boxed,” and “mom.” Some words with positive sentiment that were frequently mentioned were “homey,” “yum,” and “trusted.” Non-Millennials described the brand with words such as “old,” “good,” “boxed,” and “traditional.” They also deemed the brand as “convenient,” “reliable,” and “homemade,” and made an association with Betty White **[Figure 8O]**. Both Millennials and non-Millennials mentioned the red spoon, cake, Betty White, an old lady and the cookbook as images they think of upon hearing the brand name. Millennials also frequently mentioned the logo, the color red and cookies, among others, as images that come to mind after hearing the Betty Crocker brand name. **[Figure 8P]**

III. Store Walks/Competitive Analysis

a. Objective

The focus groups and survey yielded numerous comments alluding to the fact that among those that do buy packaged baking mixes, Betty Crocker is losing to competitors based on price, less-inviting packaging and an outdated “feel” to the brand. In order to get a better understanding of competitor positioning at shelf, store walks were conducted at three retailers. The goal of the store walks was to identify the factors that lead to the perceptions garnered from the focus groups and survey to help inform a recommendation that aims to bring Betty Crocker back into the consideration set among both Millennial and non-Millennial bakers.

b. Store locations and formats

Store walks were completed at three retailers: Target, Lund's and Family Dollar. The stores were selected to include a variety of store formats, including a mass retailer, discount retailer and a traditional grocer, as each format appeals to a slightly different demographic. All locations were located within the Greater Minneapolis area.

c. Instruments

The key components of interest were pricing, including every-day and promotional, packaging, including usage of colors and imagery, shelf position, including primary as well as the presence of end caps or other merchandised positioning, and the variety of products each brand offers. The brands included in this analysis were Betty Crocker, Duncan Hines, Pillsbury (Smucker's) and Duff. A thorough inventory was recorded, along with pictures whenever possible, at each retailer which fed into a comparative analysis based on the results.

d. Results

Betty Crocker's competitive performance was analyzed across the four P's of marketing. Overall, there were many inconsistencies at shelf within the three retailers/store format visited **[Figure 8Q]**.

The baking aisle at Lund's was adjacent to the in-store bakery. Pillsbury had a premier display placement on the end cap of the aisle, facing the in-store bakery. Featured on the end cap were not only Pillsbury's baking mixes, but also their flour products and other baking ingredients such as vegetable oil and baking soda. Each of these products was accompanied by promotional pricing **[Figure 8R]**.

Within the baking aisle, Betty Crocker, Pillsbury and Duncan Hines products were interspersed with each other, forming no clear boundaries between brands. Pillsbury products appeared most prominent and were noticed first among the three brands. Both Duncan Hines and Betty Crocker's color palettes include red and whites, making Pillsbury's packaging pop with the blue boxes and the presence of an equity character, the Dough Boy **[Figure 8S]**. Neither Betty Crocker nor Duncan Hines features an

equity character on their packages. Pillsbury also owned the largest amount of real estate on shelf among the three brands for both cake mixes and frostings. Betty Crocker held the highest prices, averaging \$0.30-\$0.50 more than Duncan Hines and Pillsbury products. Pillsbury was the only brand to feature a sugar free option, and none of the brands featured a gluten free product offering.

The baking section at Family Dollar was very limited and heavily owned by Duncan Hines. While Family Dollar only carried two Betty Crocker SKUs and one Pillsbury SKU, they carried four Duncan Hines SKUs. The frosting selection was also dominated by Duncan Hines; however, Pillsbury did offer their Funfetti frosting to accompany their cake mix. There were no Betty Crocker frostings on shelf. **[Figure 8T]**

Betty Crocker showed the highest prices across the three brands at \$2.50. Duncan Hines was on sale for \$1.35, regularly \$1.65, and Pillsbury was priced at \$1.25. Betty Crocker was placed on the top shelf of the section, which is often the desired/premier position within the aisle. However, due to the fact that the shelves were taller than a standard grocery store, Pillsbury and Duncan Hines were the brands located at eye level. Betty Crocker was not as noticeable on shelf as the other two brands due to the high shelving units.

Target had the largest baking aisle out of the three retailers visited. The baking mixes were grouped first by product, placing all the cake mixes, brownies, cookies, etc. together, then by brand. From a real estate standpoint, Betty Crocker had the most dominant presence with the largest variety of product offerings, as well as the presence of promotional pricing **[Figure 8U]**. Pillsbury held the highest prices for cake mixes at \$1.89. Betty Crocker was in the middle at \$1.19 (regularly \$1.39), and Duncan Hines was priced the lowest at \$1.09. Likewise, Duncan Hines offered the lowest prices for brownie mixes; however, Betty Crocker's prices were \$0.90 higher than Pillsbury and \$1.10 higher than Duncan Hines.

Both Pillsbury and Betty Crocker had seasonal items on display near the end of the aisle **[Figure 8V]**. Due to a similar usage of colors on packaging, the two brands blended in with one another to the point that the researcher did not notice the presence of two brands until the second pass through of that particular section. Outside of the seasonal items, Pillsbury also offered other unconventional items not offered by the other two brands. For example, they offer kits to make cake pops, brownie pops and donut holes, and was the only brand to offer colored frostings **[Figure 8W]**. Betty Crocker was the only brand to offer a gluten free solution **[Figure 8X]**.

Target also carried Duff cake mixes, which is a competitor that was not carried by either Lund's or Family Dollar. Although the placement on shelf was not premier, their pricing was the highest at \$2.99. They differentiate themselves from competitors through unique flavor offerings, usage of vibrant colors and patterned cake mixes, such as Zebra and tie-dye **[Figure 8Y]**.

Overall, Betty Crocker showed strong performance from a shelf positioning and product offering standpoint. The areas they tended to be outperformed were in price, product innovation, packaging appeal, and distribution, with the exception of Target.

Based on the findings from the store walks, the researcher identified the archetypal space in which each brand lives. The researcher identified Betty Crocker as The Caregiver. The Caregiver's motto is, "Love your neighbor as yourself," with a core desire to protect and care for others. This is supported through Betty Crocker's use of a sweet old lady with an apron who is always looking to help connect families and brighten peoples' day through baking. They position themselves as the "how-to" brand, providing consumers with instructional content on how to perform various tasks in the kitchen.

Duncan Hines was identified as The Regular Guy. The Regular Guy's motto is "all men and women are created equal" and their strategy is to be "down to earth and develop ordinary virtues." Although Duncan Hines does try to break through the competition through their various colored velvet offerings (ex. Pink Velvet, Red Velvet, Blue Velvet, etc.), their main product line is very ordinary,

providing lower cost alternatives to that of Pillsbury or Betty Crocker. Overall, they are a very conservative brand that tends to blend in with the crowd.

Duff was identified as The Explorer. The Explorer's motto is "don't fence me in" and their strategy is escaping from boredom by seeking out and experiencing new things. Duff is not a "me too" brand offering traditional white, yellow and chocolate cake mixes. Rather, their product line includes tie-dye, zebra and mocha cakes, as well as other unique flavors. Their packaging is also differentiated from competitors with a prominent use of black and bright colors within the cake photography and the text.

Lastly, the researcher identified Pillsbury as The Jester, whose motto is "you only live once" with a goal of having a great time and lightening up the world. Although Pillsbury also offers traditional cake and frosting options, they are placing strong focus on their Funfetti product line. Not only does the brand seem joyful given the use of the Pillsbury Dough Boy, but the Funfetti packaging is very lively and colorful. Pillsbury is also innovating through the release of on-trend baking focused products, such as cake and brownie pop kits and glazed donut kits.

IX. Research Limitations & Recommended Additional Research

I. Research Limitations

Although the reliability and validity of the research conducted was of utmost importance to the researcher, there were some limitations that need to be disclosed and considered before generalizing this research to broader publics.

First, there were geographical biases that were likely present across all three primary research methods. All of the research was conducted in Minneapolis, Minnesota, so the majority of viewpoints and data were collected from participants living in this area. The survey was deployed via social media which allowed for individuals across the country to participate, however, the majority of respondents resided in the Midwest. Although the focus groups were designed to include only brands with a national

presence, the perceptions of certain brands, such as Dunkin' Donuts or 7-Eleven may have been skewed due to the fact that there are no store locations within the Minneapolis/St. Paul area. However, all participants were aware of these brands and have had personal interactions with each brand at some point in the last ten years.

Second, all participants were recruited based on a convenience sample, as a result of time and budget limitations of this research project. Because the researcher's network is heavily comprised of Millennials, the recruitment of a larger sample of non-Millennials relied heavily on the researcher's second-tier networks gained through referrals from non-Millennial friends, family members and/or coworkers. Due to this method of outreach to the non-Millennial cohort, the volume of respondents obtained from the survey was fairly limited, and not equivalent to the number of Millennial respondents received (59 Millennial respondents versus 40 non-Millennial respondents). Further, the convenience sample of respondents was limited from a diversity standpoint, which is not representative of the U.S. population.

Lastly, the store walks were conducted on Easter weekend, which is a key focus season for sales among baking brands. Because of this timing, there may have been promotional pricing and merchandising in store that is not typically present throughout the majority of the year. At least one of the three baking brands was on sale at each of the retailers visited, which may not be a typical condition had this research been conducted outside of a holiday window. However, the timing of the store walks could not have been adjusted due to the time restraints on the research.

II. Recommended Additional Research

The guidelines and recommendations in this research report are general and not a one-size-fits all solution for brands. Although meant to be broad, there are specific circumstances and targeting segments that were not given as much consideration as they deserve. For example, this research did not

pull out specific insights and recommendations for speaking to multicultural Millennials. Because about 40 percent of the Millennial generation is made up of multicultural households, it is important to fully understand these specific segments and tailor an engagement strategy specific to the needs and lifestyles of each segment. There are six markets in the United States that are designated as testing markets, as the makeup of the population is fairly representative of the entire country from a diversity, income, average age and the presence of children in the household standpoint (Mueller, 2014). These markets are: Eau Claire, WI, Cedar Rapids, IA, Grand Junction, CO, Odessa-Midland, TX, Wichita Falls, TX and Pittsfield, MA. The researcher would recommend choosing two of these cities to conduct further research to gain a deeper understanding of how to engage these important segments.

Although the focus group and the survey included specific conversations and questions regarding Betty Crocker, a more in-depth study on the barriers and motivations for purchase could be conducted. The researcher recommends conducting the Zaltman Metaphor Elicitation Technique (ZMET) and personal interviews to get richer insights from both those who use Betty Crocker baking mixes, and those that do not use Betty Crocker baking mixes. The purpose of these methods would be to provoke both rational and irrational reasoning for the formation of perceptions and subsequent actions that relate to Betty Crocker.

It would also be worthwhile to conduct message testing against both Millennials and non-Millennials across various channels to better match the objective of the medium with the most impactful message strategy. The survey suggested that both Millennials and non-Millennials prefer both humor and nostalgia over other message appeals. However, more research should be done to determine the appropriate delivery methods, framework for when to use various messaging strategies, and what specific actions each strategy helps encourage.

X. Recommendations & Conclusions

I. Underlying Best Practices

After analyzing both secondary and primary research, a list of best practices was compiled for brands to consider as they start shifting their strategies to become more relevant with Millennials. All of the following best practices ladder up to a greater suggestion to think with a consumer-first mindset. Thinking with a consumer-first mindset will not only continue to drive affinity among your core consumers, but can also open doors to new consumer segments by providing natural integrations into the lives of those who may not have previously considered your brand as a solution to their needs or known voids in their lives.

a. Speak with your consumers, not to them

One of the most basic differences between the Old Framework and the Participation Economy is that Millennials do not want to be interrupted; rather, they want to be engaged. Non-Millennials do not want their daily routines to be interrupted by advertising messages either; however, research suggests that they are more accepting of this method because it is what they are already accustomed to.

Because Millennials are co-creators, they would prefer not to be told what products and brands to buy. Instead, show them how the product can personally benefit them and how it can fit naturally into their lives. With that said, go where your consumers are, both from a message placement standpoint as well as being where your consumers are physically located. This can be achieved through various media buy targeting strategies, as well as product sampling, event sponsorships, charitable/community relations outreach, etc. Integrate your messaging into their lives, rather than relying solely on speaking to them through mass messaging techniques.

This idea is supported through the successful Old Spice campaign previously discussed within the case study section of the secondary research review. Old Spice co-created their messaging with their consumers through their “Ask the Old Spice Man” video execution. Further, they did not rely solely on

traditional channels, as they distributed the message with a cross-platform approach via strategic avenues that they knew their consumers already frequented.

b. Embrace the omni-channel world; identify the role of each touch point

The secondary research suggested that Millennials are digital natives who do not delineate between the various types of media they consume. Millennials will watch television while surfing the internet, texting with friends, reading emails, etc. The survey supported this insight, as 59 percent of Millennials reported that they often consume multiple media channels simultaneously. Brands should consider having presence across all channels relevant to their consumers. Further, instead of a one-size fits all messaging approach, identify the objective of each touch point and align your messaging with the action you want them to take on each channel.

An eMarketer study concluded that although traditional media consumption is still prevalent, the effectiveness of traditional media messaging varies with age (Dolliver, 2013). Likewise, the effectiveness of digital media messaging also varies with age, with an inverse relationship to television effectiveness. Television messaging becomes more effective with age, whereas digital messaging becomes less effective with age (Dolliver, 2013). Knowing there is a high degree of cross-consumption happening between television, digital and mobile/tablet touch points, clearly defining how each touch point is consumed along the consumer journey is imperative to determining priority messaging channels and strategies. Most brands cannot afford to be everywhere, so it is vital to evaluate the tradeoffs and effectiveness of each channel in relation to one another among each generation.

c. Millennials are not a homogenous group – clearly identify your consumer

As mentioned, there are six segments within the Millennial generation, each with distinct attributes, values and interests. Although Millennials are often generalized as one cohort, it is important to clearly identify who within this group your brand is aiming to speak with.

For example, not all Millennials are heavy social media users (ex. Old-School Millennials). Therefore, your brand may or may not want to leverage social media as part of your engagement and messaging strategy. Further, as was previously discussed, Millennials are getting married and having children at older ages than their Generation X or Baby Boomer counterparts. Therefore, if your brand is targeting Millennials Moms, it is important to consider the fact that this segment consists of only roughly 22 percent of the Millennial population. If the unique characteristics of this segment are not considered, such as their higher income and older age relative to other Millennials, your brand could end up spending a large amount of their budget trying to drive relevance among consumers who have no need for your brand in their lives at this time. Generally speaking, the more granular you can get your target while still allowing for necessary scale, the more effective your message will be.

d. Don't assume all Millennials want to be your friend on Facebook

The survey results supported Fromm & Garton's opinion that not all Millennials see value in befriending brands on social media. In fact, less than half (40 percent) of the Millennial survey respondents reported to following brands on social media, compared to only 10 percent of non-Millennial respondents. However, just because they aren't friending you on Facebook does not mean they are not talking about you within their networks. It is important to develop a social media listening strategy that allows you to be cognizant of what is being said, both positive and negative, about your brand. These insights can then be applied to the interactions you are sparking among those that are your fans/friends on social platforms.

e. Find out what your social friends want, and hold up your end of the relationship

The survey suggested that both Millennials and non-Millennials typically engage with their favorite brands on social media to stay abreast of new product releases and stay updated on the brand. Because these desires are consistent across generations, this could be a simple way to appeal to a broad audience within one message. Further, because coupons and discounts was a primary driver for

Millennials to engage with brands on social media, it is important to consider social networks as an outlet for coupon distribution.

Providing unique information and discounts through social channels provides a level of exclusivity that is desired among both Millennials and non-Millennials. Because research supports the notion that Millennials want to be involved in the new product development process, brands could take the opportunity to ask their fans for feedback and/or opinions on product innovation. For example, a General Mills brand, Toaster Strudel, recently let their Facebook fans determine the next new flavor by asking fans to vote on which flavor they would prefer to see on shelves, Snickerdoodle or Chocolate Covered Cherry. The poll received over 40,000 votes, 50,000 likes and over 2,000 shares. Snickerdoodle is the flavor that won, so consumers will see this flavor on shelves this fall. This poll received engagement from both Millennials and non-Millennials.

Facebook also allows brands to include a tab on their page that can house coupons. Because price is a very influential purchase driver for Millennials, and both Millennials and non-Millennials engage with brands for discounts, leveraging this capability to extend coupon offers that are already in market provides extra value to fans, which will keep them interested and engaged with your brand.

f. Experiment first, then scale

For many brands, the majority of sales are currently made by Baby Boomers and/or Generation X. Appealing to Millennials takes time, and if these efforts are not genuine and true to the brand's character, both cohorts will see right through the attempt, leaving your brand unappealing to both generations. As previously discussed, Buick is a brand that has been attempting to bring down the average age of its owners through more innovative features, sleeker body styles, and shifting advertising messages to appeal to a younger audience. Although sales have improved over the last three years, the average age of Buick owner is still 57 years old (Halliday, 2013). The focus group suggested that Buick is currently stuck in the middle, as Millennials still deem Buick as a brand for their Dads and Grandpas, but

Baby Boomers no longer identify with the brand after the body style changes and more confusing options in the interior. Generation X participants identified their attempt to appeal to younger consumers, but still were not able to find a place for the brand in their personal lives.

Both the survey and focus group suggested that non-Millennials are more habitual buyers that are more driven by quality than price. They have been buying the same brands for many years, often due to consistency of the quality and trust with the brand. Although Millennials are apt to purchase brands that they are familiar with and/or grew up with, they also tend to put a lot of effort into researching product features, reviews, brand history and reputation as part of their consideration and evaluation processes. In order to be relevant with the information desired by both cohorts, brands should provide a mix of iconic and innovation within their messaging. Tell your brand history, while also showing your forward thinking and innovative solutions.

Taking a step-by-step testing and learning approach will allow your brand to start engaging with Millennials, yet not come across as too forceful or unauthentic. Likewise, it will allow people from both cohorts to shift with the brand and make the move feel less abrupt and more natural.

g. Don't try to be everything to everybody – stay true to yourself

As the focus group suggested, Millennials tend to seek various brands to satisfy specific needs, whereas non-Millennials tend to be less fragmented with the brands they purchase. However, both groups were consistent in the sense that quality was a main driver for purchasing their favorite brands, among others. With that said, in order to drive repeat purchase, your brand must be able to deliver on the attributes you want your brand to be known for.

Few brands can say that have a product that can successfully satisfy multiple needs within a consumer's life. Apple is one of these brands, as they found a way to streamline peoples' lives by combining a telephone, camera, mp3 player, GPS unit, internet access and entertainment into one device. However, this is rare, and it is likely that there are other brands that can better deliver on the

attributes that your brand is mediocre at. In order to be classified as the “best product for ‘X’,” only try to own what your brand is truly good at, and let others own areas where your brand may fall short. If there are non-competing brands you can partner with, consider doing so, as this is a way to gain relevance with consumers while maintaining quality.

h. Discover the images associated with your brand and capitalize on those connections

Imagery is a powerful tool for capturing brand recognition and building brand associations amongst both Millennials and non-Millennials. The use of consistent images, colors and/or typography can be influential in driving brand equity over time. As found in the focus group and the survey, both Millennials and non-Millennials had strong image associations with brands. Further, the primary research also supports the idea that the Pillsbury Doughboy has been a strong equity driver for Pillsbury. Many brands have images/icons that can be leveraged, however, not as many brands are capitalizing on these opportunities. Coca Cola does this well, as the typeface and the Coca Cola red is always a dominant factor in their messaging.

II. Applications to Betty Crocker

As previously discussed, one of Betty Crocker’s current challenges is finding relevance in the lives of Millennials given their preference to scratch baking. Betty Crocker has started engaging with Millennials via social media, and has begun experimenting with a more playful tone within their messaging. However, to date, they have not been able to make a strong connection with this generation. Below is a recommendation for Betty Crocker to better connect with the Millennial generation, while still maintaining baselines through sales made by non-Millennials.

a. Consider an archetypal shift

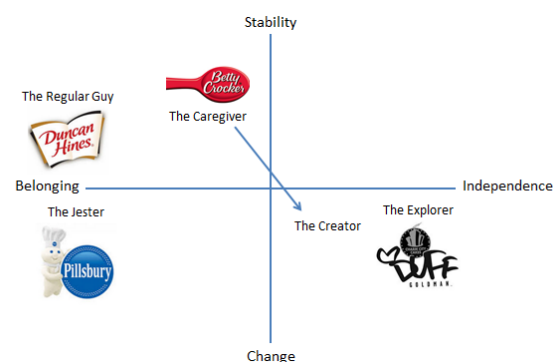
Betty Crocker was consistently referred to as “an old person’s brand” in both the focus groups and the survey results by both Millennials and non-Millennials. To further understand this perception,

the researcher conducted store walks to analyze the way in which Betty Crocker positions itself against competitors at shelf. Although Betty Crocker outperforms their competitors in the amount of shelf space secured and number of flavors/variety of offerings, their true differentiating attributes, such as versatility, taste and variety, does not pop at shelf, leaving the consumer with no real reason for purchase outside of the brand name, which is also a strong area of performance for Pillsbury.

The Caregiver archetype that Betty Crocker currently resides does not allow for the creativity and/or out-of-the-box inspiration that Betty Crocker can deliver and that Millennials desire. “Probably” was a term frequently used within the focus group by Millennials when explaining why they purchase Betty Crocker products, suggesting they don’t have a clear reason for believing in the brand. The Caregiver archetype does not provide strong differentiation against the competitive set, and does give the brand an “older” feel when compared to Pillsbury or Duff.

The Creator archetype’s motto is “if you can imagine it, it can be done,” Creators express themselves through creativity and imagination, which are also characteristics and beliefs of Betty Crocker. The Creator is also relevant to the Millennial consumer, as they are hands on, visionary, and creative. Given Betty Crocker’s wide range of product offerings and vast database of recipes and inspirational ideas, Betty Crocker should consider making a shift from The Caregiver archetype to The Creator [Figure 10A]. This could provide Betty Crocker with a fresh, younger feel while still maintaining their brand equity and expertise their current consumers value.

Figure 10A



The Creator archetype would appeal stronger to Millennials, while still providing non-Millennials with all the characteristics of the brand they have grown to trust. The non-Millennial survey respondents reported purchasing Betty Crocker due to its quality, price, product availability and variety of offerings. Shifting to The Creator archetype would still deliver on these qualities, but allow Betty Crocker to provide additional value to consumers of all ages by providing more inspirational ideas and showing versatility within the products. Because Millennials want to invent their own creations in the kitchen and do not want to be restricted to what is in the box/mix, this archetype would allow more flexibility for Betty Crocker to communicate the more creative solutions consumers could do with the mixes, outside of the standard cake and cookies the mixes can create. According to the survey, 55 percent of Millennials either “Agreed” or “Strongly Agreed” with the statement, “I would be more likely to purchase Betty Crocker products if I had more creative ideas for what I could do with the mixes.”

Betty Crocker has the ability to deliver on this as they currently have thousands of recipes available on their website that range from the simple 9x13 sheet cake to extravagant creations such as the Fairy Tale Princess Cake shown in **[Figure 10B]**. The website also provides creative ways to bake with children, which is valuable given their target of Millennial Moms.

Figure 10B



Source: Bettycrocker.com

b. Execute within the omni-channel world

Neither Millennials nor non-Millennials are operating in a single-channel world. There are channels that are more heavily consumed by one generation over another, and channels that are said to

be more effective than others for each generation. As previously identified as an underlying best practice, identifying a clear objective for the role of each touch point is critical to ensuring that your message is reaching the right people at the right time. Tactics are often retro-fitted into the strategy based on what the budget can afford, watering down the potential effectiveness of the message. Clearly identify priority channels based on objectives upfront.

As of May, 2014, Betty Crocker has 2.9 million Facebook followers, 33,000 Twitter followers, 31,000 Instagram followers, and over 3 million e-Newsletter subscribers. Given Betty Crocker's strong social following and e-newsletter membership, they have an opportunity to lean heavily on their owned channels, reserving budget for broad targeting through a strategic selection of touch points to drive broad reach and scale among core consumers, such as television and print, as well as engage new consumer segments.

c. Live the brand through imagery

When the survey respondents were asked to identify the images that come to mind upon hearing the brand name, both Millennials and non-Millennials listed similar associations, such as the red spoon, the logo, cake, Betty White, an old lady and the cookbook. It is interesting to note that the red spoon and the logo were called out separately, even though the appearance of the red spoon is currently only leveraged within the logo. It is not used elsewhere in messaging. The use of the red spoon outside of the logo would provide viewers with an opportunity to make subtle brand identifications through images they already associate with Betty Crocker, as found in the primary research.

Another image to consider is the current face and appearance of Betty Crocker. Although the brand refreshes the look of Betty Crocker every ten to fifteen years, she still retains the "grandma" look, further driving the perceptions that Betty Crocker is an "older" brand. When Betty Crocker was first invented in 1921, Betty was a younger female in her mid-twenties. As the years went by, she became older and "wiser", however, aging the brand in a direction opposite of the consumer base using the

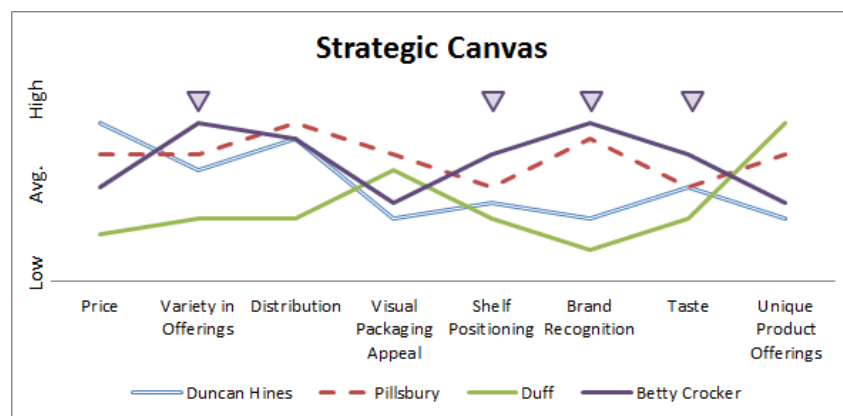
product, and opposite of the target consumer Betty Crocker is going after today. As the secondary research shows, Millennials are very interested in brand heritage. Releasing a new, younger face of Betty to reflect her vintage look could not only appeal to Millennials, but could also assist in the reduction of age associated with the brand.

d. Recommended communications plan

Based on the identified best practices and recommendations, a communications plan was compiled for Betty Crocker to help drive relevance and trial among Millennials while maintaining strong baselines with non-Millennials.

When evaluating Betty Crocker on various attributes that consumers look for upon purchase, Betty Crocker outperforms their primary competitors in four areas **[Figure 10C]**. The focus group and survey suggested 1) high brand recognition, whereas store walks illustrated Betty Crocker's 2) strong shelf positioning/amount of real estate owned, as well as 3) the high variety in flavors and products offered in comparison to competitors. Lastly, 4) Betty Crocker has won multiple taste tests against competitors conducted by third parties.

Figure 10C



A shift in archetype was previously recommended. In support of this shift, Betty Crocker will need to reevaluate their target segments, brand positioning and messaging strategy. As mentioned previously, Betty Crocker has defined their core target as the Millennial Mom. However, by solely

focusing on this segment, Betty Crocker is risking losing the loyalty and resonance with their current core consumers. The researcher recommends considering three segments, Enthusiastic Bakers, Millennial Moms and Non-Bakers, with preference given to the Enthusiastic Baker and Millennial Mom segments **[Figure 10D]**.

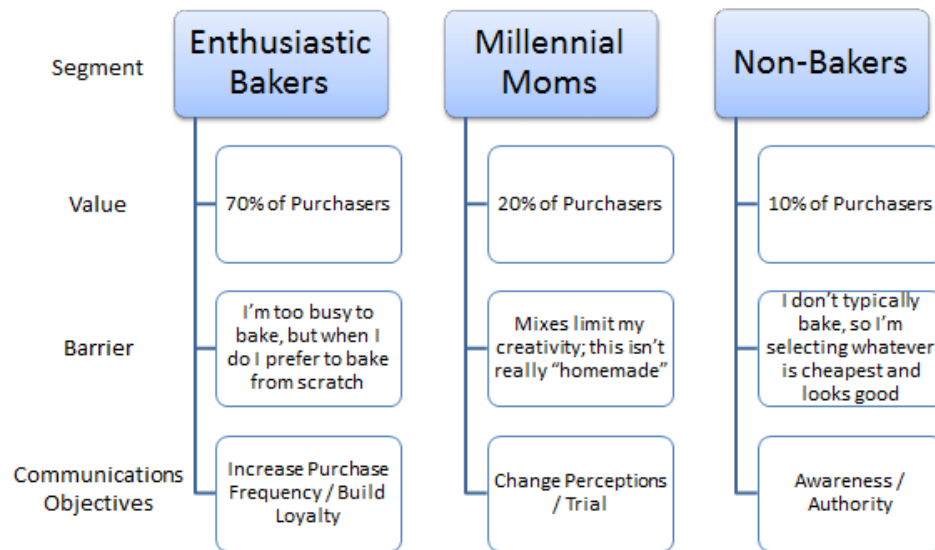
“Enthusiastic Bakers” are Betty Crocker’s core consumers today, responsible for about 70 percent of brand purchases. They are experienced bakers from both mixes and scratch; however, they have a hard time finding time within their busy lives to set aside for baking. These bakers are between the ages of 40 and 65 with an average household income of \$75k+. The recommended communications objective for this segment is to increase buy rate and drive brand loyalty.

“Millennial Moms” are currently responsible for roughly 20 percent of sales, and the primary growth segment for Betty Crocker. They are educated with a higher-than-average household income for Millennials. Between the ages of 28 and 34, they have an average of two children in the household so they are always looking for creative activities to do with their children. They are connected and active on social media. The main barrier to purchase for this segment is that they believe that baking is an avenue for self-expression, and mixes limit their creative flexibility. The recommended communications objective for Millennial Moms is to encourage product trial.

The “Non-Baker” segment is not recommended as a priority focus area. Because these consumers are not avid bakers, and are more likely to purchase a pre-made cake from the in-store bakery, this segment would require a significant behavior change that will require a substantial dedication of resources from a time and budget standpoint. However, due to the fact that they are responsible for about 10 percent of overall sales, this segment should not be ignored. These consumers are comprised of a wider range of demographics, from Millennials to Boomers, mid-to-high average household income, and may or may not have children in the household. The main barrier to this segment is the fact that they typically lean on in-store bakeries, or, when they do purchase mixes, they

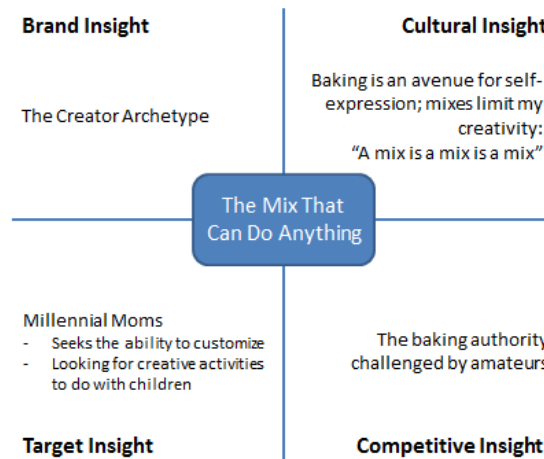
buy on the basis of price because they do not know the difference between the various mix options. The recommended communication objective for this segment is increasing brand awareness and demonstrating authority within the baking aisle.

Figure 10D



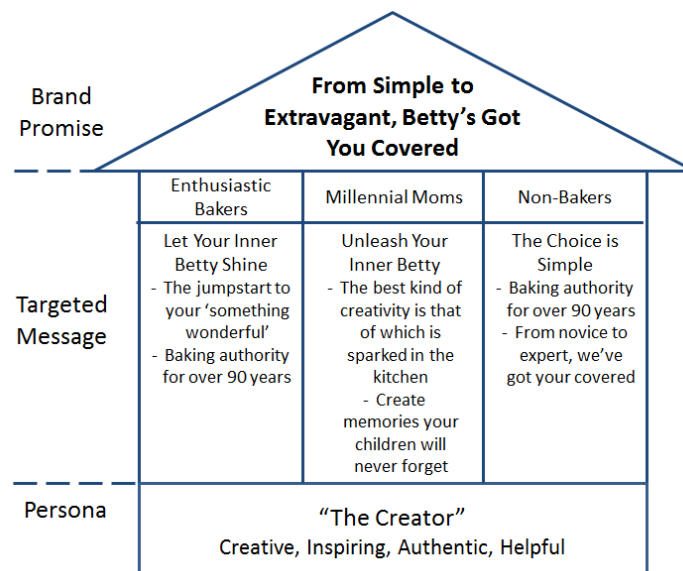
Betty Crocker currently positions themselves as a resource that can help “make your house a home by sparking connections within the kitchen” (BettyCrocker, 2013). This positioning statement aligns well with The Caregiver archetype, however, does not support The Creator archetype. In order to bring The Creator archetype to life, the researcher recommends positing Betty Crocker as “The Mix that Can Do Anything” **[Figure 10E]**. By positioning Betty Crocker’s baking mixes as just the start of one’s own creation, consumers that are craving customization and creative flexibility could still find value in Betty Crocker’s mixes. Further, by showing versatility with the mixes, from the traditional cake to the unique creations, Betty Crocker can take back their position as the baking authority, which is currently being challenged by newer competitors, such as Duff and Duncan Hines. With this positioning, for the Millennial Mom, Betty Crocker is the customizable shortcut with endless opportunities.

Figure 10E



Given the brand persona and three consumer segments, Betty Crocker's recommended brand promise is "From Simple to Extravagant, Betty's Got You Covered." This brand promise shows that regardless of your experience level or baking desires, Betty Crocker has a solution for you. Betty will help inspire you to get into the kitchen and let your mind be the limit to what you create. The outcome could be the recipe that is featured on the box, something influenced by your children or your own masterpiece. Due to the vast collection of inspiration that Betty Crocker has accumulated over the years, this is an area that Betty Crocker can deliver against where the other brands in the competitive set are lacking. [Figure 10F].

Figure 10F



Betty Crocker's performance was evaluated along with the relevancy of the seven market drivers within the category [Figure 10G].

Figure 10G

Marketing Driver	Category Relevance	Brand Performance
Activation	Medium	Ok
Awareness	High	Very Good
Buzz	Low - Medium	Ok
Emotional Bond	Medium	Ok
Loyalty	High	Good
News	High	Ok
Product Experience	Medium	Poor

Priorities
 Opportunities
 Needs

Activation and Product News were selected as brand priorities. Product news was selected due to the high relevance in the baking category and Betty Crocker's current performance against this category. Driving product news is necessary to communicate the versatility of the baking mixes, especially given Betty Crocker's low performance within the unique product offerings category in the strategic canvas previously discussed. Activation is also a priority driver given Millennials' sensitivity to price and hesitation to try the products. Providing consumers with a discount lowers the purchase commitment and increases the probability of trial.

Product Experience, Buzz and Emotional Bond were selected as opportunity areas. Betty Crocker currently has average-to-low performance within each of these categories, which all have substantial relevance to the category. Knowing that Millennials are looking for creative activities to do with children, Betty Crocker has the opportunity to help create memories with easy activities parents can do with their children in the kitchen. By communicating some of these inspirational ideas, Betty Crocker could drive users to BettyCrocker.com to mine for inspiration and interact with the brand. Because Millennials are heavily influenced by recommendations and opinions of their networks, Betty Crocker has an opportunity to leverage these consumers to drive brand advocacy and relevance: "If Betty Crocker is good for them, it could be good for me too!"

Awareness and loyalty were selected as brand needs, however, due to Betty Crocker's strong performance against these drivers, they do not require much in the way of additional resources.

Regardless, they are bottomline needs that will need maintenance in order to drive long-term success.

The previous analysis fed into the creation of a broader communications strategy for driving relevancy and trial, while still maintaining the current consumer base **[Figure 10H]**. This plan intends to encourage movement along the customer journey, from Discovery to Community, leveraging owned, earned and paid channels, as well as in-store integrations.

Because Betty Crocker is a well established brand with high brand awareness, the researcher recommends using the release of product news as a way to bring Betty Crocker into their consideration set. Providing consumers with new information that will make them rethink how they perceive the brand will spark curiosity and engagement that was previously not considered. The perception Betty Crocker should try to change is that "A mix is a mix is a mix", or all baking mixes are interchangeable. By leveraging high-reach channels utilized by both Millennials and non-Millennials, such as television, digital banners, social networks and owned channels, Betty Crocker can show versatility within their product offerings. The creative will encourage consumers to "Let Your Inner Betty Shine" by communicating: "The jumpstart to your 'something wonderful'." Performance metrics of which success will be evaluated include incremental/number of site visits, click through rate on banners, social engagement and video completions.

Activation was the selected action driver given the price sensitivity among consumers and current commoditization of the category. It has already been identified that a current barrier to purchase is consumers' perception that baking mixes are generally a limitation to creativity. After communicating the versatility of the product in the previous phase of the journey, consumers have already done some of their own research on Betty Crocker's offerings. Betty Crocker should leverage paid, owned and earned channels to distribute offers and discounts to entice product trial/purchase.

Going into market with messaging encouraging consumers to “Unleash Your Inner Betty,” through social promotions, digital banners/coupons and in-store promotions, provides consumers with a low-commitment opportunity to try Betty Crocker. The main metrics for success include incremental in-store sales and coupon downloads/redemptions.

The last phase in the journey, Community, aims to encourage consumers to share their brand experiences and advocacy with their friends, family and social networks. An underleveraged action that is currently happening naturally in the social space is the frequent call-out of Betty Crocker accompanied by photos of baking and/or food creations users post on social networks. Piggybacking on this already-occurring behavior can provide Betty Crocker with a user-generated collection of creations that can be distributed and celebrated across Betty Crocker’s owned channels, bringing a level of personification and authenticity to the messaging. As research supports, Millennials generally expect brands to be active on social networks, and enjoy the opportunity to participate with brands to varying degrees. Owning and encouraging the use of “#CallMeBetty” allows consumers the chance to feel special among their peers and drive affinity for the brand, while providing Betty Crocker with a steady stream of fresh content that can continue driving product news with new consumers. Among the tactics that can bring this strategy to life are surprising and delighting various real “Bettys” that tag their photos with #CallMeBetty through gift baskets and special promotions, highlighting a “Betty of the Week” within the e-newsletter, or simply repinning/retweeting/sharing the user generated content across Betty Crocker’s social platforms. The success metrics would be based on engagement with #CallMeBetty and social mentions with positive sentiment.

Figure 10H

	Discovery	Action	Community
Driver	Product News	Activation	Buzz
Objective	Bring Betty Crocker into the consideration set	Drive trial/purchase	Encourage real “Bettys” to share their creations with their social networks
Insights	A mix is a mix is a mix	Baking is an avenue for self-expression; mixes limit my creativity	Betty Crocker is the baking authority challenged by amateur brands
Message	Let Your Inner Betty Shine “The jumpstart to your ‘something wonderful’”	Unleash Your Inner Betty “Creativity is sparked in the kitchen”	Go Ahead and Brag #CallMeBetty
Connections Strategy	Communicate versatility through high-reach channels utilized by both Millennials & Boomers	Leverage paid, owned and customer channels to distribute offers and discounts	Leverage owned assets to celebrate and connect with real-world “Bettys”
Media Tactics	Television, Digital banners, Pre-roll video, Magazine Advertorials and PR outreach, Owned Channels (BettyCrocker.com & social platforms), E-Newsletter	Social Promotions, Digital Banners, Digital Coupons, In-Store Promotions (end-caps and other premium placement in-store), E-Newsletter offers	Reward real “Bettys” with surprise and delight gift baskets, share/re-tweet/re-pin UGC on social sites; social promotions, E-Newsletter integrations

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Appendix

Figure 2A

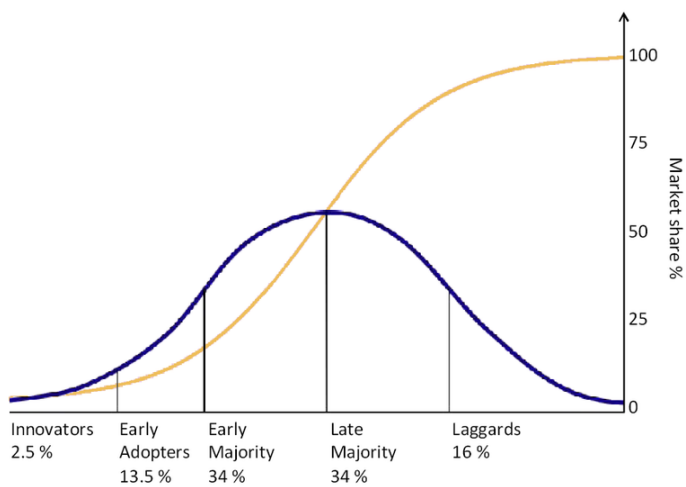
Comparison of the Participation Economy (New Model) with the Old Model

Old Model	New Model
Interruption	Engagement
Reaction	Interaction
Heavy Users	Engaged Participants
Big Promises	Personal Gestures
Passive Consumers	Active Co-creators

Source: Fromm, Lindell & Decker, 2011

Figure 3A

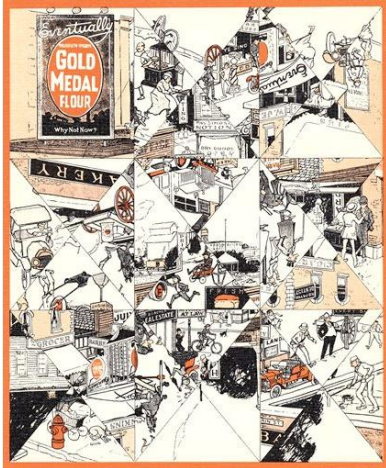
Diffusion of Innovations Theory Adoption Curve



Source: Mullins & Walker, 2013, p. 124

Figure 5A

Gold Medal jigsaw puzzle promotion that led ultimately led to the creation of Betty Crocker



Source: BettyCrocker.com

Figure 5B

Original Betty Crocker Signature

Cordially yours,

Betty Crocker

Source: BettyCrocker.com

Figure 8A

Focus Group Moderator Guide

Opening

The goal of this focus group is to determine what characteristics Millennials and Baby Boomers look for in a brand. Are there certain icons, causes/charities, traits, perceptions that are consistent across both groups? Are there certain traits that turn off either generation to a brand? What are the perceived barriers to certain brands?

Introductory

Tell the group what your two favorite brands are and why you love them.

- What is your favorite brand?
- How long have you been a brand champion? Why did you first buy the brand?
- Are there certain images/icons/traits of this brand that come to mind when you think of them?
What about this brand makes you love them?

Transition

Guide focus groups through the following game:

Have focus group members personify brands as guests of a cocktail party. Brands to guide discussion: Betty Crocker, Apple, Microsoft, McDonald's, Dunkin' Donuts, Coca Cola, AT&T, Old Spice, Buick, Cadillac, Heineken, Seven Eleven, Chipotle

Specific questions:

- What are they talking about?
- What are they wearing?
- What do they look like?
- What do they do for a living?
- Who would you walk to be seen with?
- Who would you go home with?
- What are they drinking?
- How are the brands different?
- Who is most alike?
- Who would you introduce your date to?

Key questions

Why would you want to talk to or not talk to a brand at the cocktail party?

What does Old Spice represent?

What does Dunkin' Donuts represent?

What does Betty Crocker represent?

What would turn you off to a brand?

What makes you love a brand?

Conclusion

Ask focus group participants if there is anything they would like to add? Any questions they would like to ask each other?

Figure 8B

Focus Group Results: Favorite Brand Mentions

Millennials		Non-Millennials	
American Express	Climb Gear	Budweiser	Ford
Apple	MAC	Chevrolet	Harley Davidson
Athleta	Nike	Coca Cola	Kohl's
Aveda	Tide	Cover Grl	Levi's
Cannon	Titleist	Crest	Silver Jeans

Figure 8C

Focus Group Results: Brand Groupings

Group 1 -Millennials	
"Old people" brands	Betty Crocker Buick Old Spice
2nd in Command	Microsoft AT&T
Icons of Their Genre	Cadillac Coca-Cola
Has no Friends	Heineken
Hip and New "Yuppie" Brands	Apple Chipotle
Everyone Knows Them, But Nobody Cares About Them	McDonald's Dunkin' Donuts 7-Eleven

Group 2 -Millennials	
Moms, Dads, Grandmas and Grandpas	Cadillac Betty Crocker Buick
2nd in Command	Microsoft AT&T
Trendy, Young, Hipster brands	Old Spice Apple Chipotle Heineken
Everyone Knows Them, But They are Less Trendy/Popular Than They Think	McDonalds 7-Eleven Dunkin' Donuts Coca-Cola

Group 3 - Non-Millennials	
They are the "Old Fogie" Brands	AT&T Cadillac Betty Crocker
Brands Trying to Reinvent Themselves	Buick Old Spice
Have Nothing in Common With Anyone	Microsoft
The Trendy, Hipster Brands	Heineken Apple Chipotle
The Iconic Brands the Entire World Knows	McDonald's Coca-Cola
Both Represent Coffee and Donuts	Dunkin' Donuts 7-Eleven

Group 4 - Non-Millennials	
The Grandma/Grandpa Brands	Cadillac Betty Crocker
Brands for the Younger Crowd	Old Spice Chipotle
Hanging Out With Nothing to Say	Microsoft AT&T
Worldly/Cultured Brands	Heineken Apple Coca-Cola McDonald's
The Outcasts	Buick Dunkin' Donuts 7-Eleven

Figure 8D
Survey Form

Thank you for taking the time to complete this survey. The results will be applied to a final capstone research study that Alison is conducting for her Master's Degree program.

All questions are in regards to your current purchasing behavior and what specific characteristics contribute to your brand perceptions. Completion of this survey is completely voluntary, and all answers will be completely anonymous.

Thank you!

1) Age:

- ☐ Under 18
- ☐ 18-24
- ☐ 25-29
- ☐ 30-34
- ☐ 35+

2) Gender:

- ☐ Male
- ☐ Female

3) Which of the following brands have you purchased within the last three months? (Check all that apply)

- ☐ Old Spice
- ☐ Dunkin' Donuts
- ☐ Apple
- ☐ Betty Crocker
- ☐ Coca Cola
- ☐ Chipotle
- ☐ Tide
- ☐ Cadillac
- ☐ Heineken
- ☐ Land O Lakes
- ☐ None of the above

4) Would you consider yourself to be brand loyal to any of the brands selected in the previous question?

- ☐ Yes
- ☐ No
- ☐ I did not purchase any of the brands in the previous question

5) If yes, why are you loyal to one or more of those brands?

6) How do others' purchase preferences influence your behavior?

- ☐ I heavily base my purchase decisions on what others recommend to me
- ☐ I sometimes base my purchase decisions on what others recommend to me
- ☐ I rarely base my purchase decisions on what others recommend to me

7) Please select the two types of media you consume the most over the course of an average week:

	Select Two
television	
radio	
magazines	
newspaper	
Internet/web	
Social media	
email	
Mobile web	
Mobile games	
Online games	

8) Does the consumption of the two types of media selected in the previous question happen simultaneously (ex. watch television while surfing the web?)

- ☐ Yes, happens simultaneously the majority of the time
- ☐ No, each channel typically receives my dedicated attention

9) Do you follow your favorite brand(s) on social media?

- ☐ Yes
- ☐ No

10) If yes, do you interact/engage with brand(s) on social media?

- ☐ Yes
- ☐ No

11) Rate the following messaging strategies based your perceived level of impact on your ability to recall an advertisement you see

	Very Effective (1)	Effective (2)	Neutral (3)	Slightly Ineffective (4)	Totally Ineffective (5)
Use of humor					
Use of nostalgia / forge emotional connections					
Use of fear / Shock					
Inspirational – makes me feel good					
Use of celebrity endorsements					

12) To what degree does each of the following factors influence your brand selections?

	Very Important (1)	Important (2)	Neutral (3)	Somewhat Important (4)	Not Important (5)
Price					
Packaging design					
Prior experience with brand					
I feel that the brand understands my needs					
Loyalty program membership					
Prestige of brand					
Brand is represented by a spokesperson I like					
Products available for online purchase					

13) Please rate the extent to which you agree with the statements:

	Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree
I consider myself to be brand loyal when it comes to my everyday purchases					
I prefer to support companies that are environmentally friendly/globally involved					
I am more driven by quality of an item rather than price of an item					
I am more likely to initiate a shopping trip if I have discounts/offers available					
I prefer to shop at local businesses/specialty shops over mass/big box retailers					

14) Please select the degree to which you agree with the following statements:

"I would pay more for a specific grocery item if..."

	Strongly Agree (1)	Agree (2)	Neutral (3)	Disagree (4)	Strongly Disagree (5)
the company supported a charity or cause I care about					
the ingredients were all natural					
I recognized the brand name					
It was recommended by someone in my social network					
I had a prior experience or interaction with the brand					

15) I am more likely to engage with messaging from a food/beverage brand if they are providing me with...

...discounts	Yes ___ No ___
...party planning / entertaining ideas	Yes ___ No ___
...recipes / food inspiration	Yes ___ No ___
...an opportunity to win something	Yes ___ No ___
...an opportunity to influence new products	Yes ___ No ___
...an outlet for customer service	Yes ___ No ___
...health advice / information	Yes ___ No ___
...time saving tips / tricks	Yes ___ No ___

16) Describe the following brands in three words or less

- Old Spice _____
- Dunkin' Donuts _____
- Apple _____
- Betty Crocker _____
- Coca Cola _____
- Chipotle _____
- Tide _____
- Cadillac _____
- Heineken _____
- Land O Lakes _____

17) What is the first image that comes to mind when you think of the following brands?

- Old Spice _____
- Dunkin' Donuts _____
- Apple _____
- Betty Crocker _____
- Coca Cola _____
- Chipotle _____
- Tide _____
- Cadillac _____
- Heineken _____
- Land O Lakes _____

18) Have you purchased Betty Crocker baking products in the past 6 months?

- ☐ Yes
- ☐ No

19) If yes, what made you select Betty Crocker over other options?

20) What has kept you from purchasing Betty Crocker baking products in the past?

21) Rate the degree to which you agree with the following statements

"I would be more likely to consider purchasing Betty Crocker baking products if..."

	Strongly Agree (1)	Agree (2)	Neutral (3)	Disagree (4)	Strongly Disagree (5)
I knew they were made with high quality ingredients, such as Gold Medal Flour					
I knew they were affiliated with Box Tops for Education					
I knew they carried gluten free options					
They lowered their prices					
I had more creative ideas for what I could make with the mixes					

Figure 8H

Survey Results: Purchase Drivers Among Millennials and Non-Millennials

Millennials										
Q: To what degree does each of the following factors influence your brand selections?	Very Influential	% of Total	Influential	% of Total	Neutral	% of Total	Somewhat Influential	% of Total	Not Influential	% of Total
Price	24	41%	30	51%	2	3%	2	3%	0	0%
Packaging design	1	2%	18	31%	25	42%	11	19%	3	5%
Prior experience with brand	36	61%	20	34%	2	3%	0	0%	0	0%
I feel that the brand understands my needs	2	3%	30	51%	20	34%	1	2%	5	8%
Loyalty program membership	1	2%	17	29%	23	39%	12	20%	5	8%
Prestige of brand	0	0%	18	31%	26	44%	8	14%	6	10%
Representation of a spokesperson I like	1	2%	2	3%	18	31%	15	25%	22	37%
Products available for online purchase	5	8%	21	36%	23	39%	5	8%	4	7%

Non-Millennials										
Q: To what degree does each of the following factors influence your brand selections?	Very Influential	% of Total	Influential	% of Total	Neutral	% of Total	Somewhat Influential	% of Total	Not Influential	% of Total
Price	19	48%	12	30%	7	18%	1	3%	1	3%
Packaging design	2	5%	12	30%	15	38%	6	15%	5	13%
Prior experience with brand	31	78%	8	20%	1	3%	0	0%	0	0%
I feel that the brand understands my needs	8	20%	17	43%	10	25%	2	5%	3	8%
Loyalty program membership	2	5%	5	13%	13	33%	8	20%	12	30%
Prestige of brand	3	8%	11	28%	11	28%	5	13%	10	25%
Representation of a spokesperson I like	0	0%	2	5%	6	15%	13	33%	19	48%
Products available for online purchase	3	8%	7	18%	12	30%	9	23%	9	23%

Figure 8I

Survey Results: Shopping Preferences and Brand Selection Drivers

Millennials										
Q: Please rate the extent to which you agree with the statements:	Strongly Agree	% of Total	Agree	% of Total	Neutral	% of Total	Disagree	% of Total	Strongly Disagree	% of Total
I consider myself to be brand loyal when it comes to my everyday purchases	2	3%	29	49%	18	31%	5	8%	4	7%
I prefer to support companies that are environmentally friendly/globally involved	12	20%	29	49%	15	26%	1	2%	1	2%
I am more driven by quality of an item rather than price of an item	14	24%	27	46%	13	22%	4	7%	0	0%
I am more likely to initiate a shopping trip if I have discounts/offers available	18	31%	24	41%	10	17%	5	8%	1	2%
I prefer to shop at local businesses/specialty shops over mass/big box retailers	11	19%	16	27%	22	38%	8	14%	1	2%

Non-Millennials										
Q: Please rate the extent to which you agree with the statements:	Strongly Agree	% of Total	Agree	% of Total	Neutral	% of Total	Disagree	% of Total	Strongly Disagree	% of Total
I consider myself to be brand loyal when it comes to my everyday purchases	11	28%	15	38%	8	20%	5	13%	1	3%
I prefer to support companies that are environmentally friendly/globally involved	10	25%	17	43%	11	28%	1	3%	1	3%
I am more driven by quality of an item rather than price of an item	15	38%	15	38%	5	13%	5	13%	0	0%
I am more likely to initiate a shopping trip if I have discounts/offers available	9	23%	18	45%	5	13%	6	15%	2	5%
I prefer to shop at local businesses/specialty shops over mass/big box retailers	13	33%	8	20%	15	38%	4	10%	0	0%

Figure 8J

Survey Results: Grocery Item Purchase Drivers

Q: Please select the degree to which you agree with the following statements: "I would pay more for a specific grocery item if..."	Millennials									
	Strongly Agree	% of Total	Agree	% of Total	Neutral	% of Total	Disagree	% of Total	Strongly Disagree	% of Total
the company supported a charity or cause I care about	6	10%	28	47%	18	31%	4	7%	2	3%
the ingredients were all natural	17	29%	20	34%	18	31%	2	3%	1	2%
I recognized the brand name	4	7%	22	37%	25	43%	7	12%	0	0%
It was recommended by someone in my social network	6	10%	25	42%	23	40%	3	5%	1	2%
I had a prior experience or interaction with the brand	22	37%	34	58%	2	3%	0	0%	0	0%

Q: Please select the degree to which you agree with the following statements: "I would pay more for a specific grocery item if..."	Non-Millennials									
	Strongly Agree	% of Total	Agree	% of Total	Neutral	% of Total	Disagree	% of Total	Strongly Disagree	% of Total
the company supported a charity or cause I care about	8	20%	13	33%	11	28%	6	15%	2	5%
the ingredients were all natural	12	30%	10	25%	12	30%	4	10%	2	5%
I recognized the brand name	6	15%	18	45%	13	33%	3	8%	0	0%
It was recommended by someone in my social network	4	10%	19	48%	8	20%	6	15%	3	8%
I had a prior experience or interaction with the brand	20	50%	18	45%	2	5%	0	0%	0	0%

Figure 8K

Survey Results: Purchased Betty Crocker in the Last Six Months

Q: Have you purchased Betty Crocker baking products in the last 6 months?	Millennials	% of Total	Non-Millennials	% of Total
Yes	25	42%	25	63%
No	34	58%	15	38%
Total	59	100%	40	100%

Figure 8L

Survey Results: Barrier to Purchasing Betty Crocker Within The Last Six Months

Millennials:



Figure 8N

Survey Results: Factors For Driving Consideration of Betty Crocker Baking Products

	Millennials									
Rate the degree to which you agree with the following statements "I would be more likely to consider purchasing Betty Crocker baking products if...	Strongly Agree	% of Total	Agree	% of Total	Neutral	% of Total	Disagree	% of Total	Strongly Disagree	% of Total
I knew they were made with high quality ingredients, such as Gold Medal Flour	3	5%	22	37%	23	40%	6	10%	4	7%
I knew they were affiliated with Box Tops for Education	2	3%	9	15%	29	50%	12	20%	6	10%
I knew they carried gluten free options	7	12%	8	14%	23	40%	13	22%	7	12%
They lowered their prices	9	15%	19	32%	18	31%	9	15%	3	5%
I had more creative ideas for what I could make with the mixes	6	10%	26	44%	13	22%	8	14%	5	8%

	Non-Millennials									
Rate the degree to which you agree with the following statements "I would be more likely to consider purchasing Betty Crocker baking products if..."	Strongly Agree	% of Total	Agree	% of Total	Neutral	% of Total	Disagree	% of Total	Strongly Disagree	% of Total
I knew they were made with high quality ingredients, such as Gold Medal Flour	9	23%	16	40%	11	28%	0	0%	4	10%
I knew they were affiliated with Box Tops for Education	7	18%	7	18%	18	45%	4	10%	4	10%
I knew they carried gluten free options	4	10%	5	13%	21	53%	6	15%	4	10%
They lowered their prices	10	25%	13	33%	10	25%	4	10%	3	8%
I had more creative ideas for what I could make with the mixes	6	15%	12	30%	14	35%	4	10%	4	10%

Figure 80

Survey Results: Words to Describe the Betty Crocker Brand

Millennials:



Figure 8Q

Store Walks: Summary of Results/Observations Across Retailers

	Target	Lund's	Family Dollar
Price	Cake: Betty Crocker was middle of the road BC - \$1.19; DH - \$1.09; PB - \$1.89 Brownies: Betty Crocker was highest price BC - \$2.29; DH - \$1.19; PB - \$1.39	Betty Crocker was \$0.30 to \$0.50 more expensive than DH and PB	Brownies: Betty Crocker was highest price BC - \$2.50; DH - \$1.35; PB - \$1.25
Product	Betty Crocker had the largest selection of products; Pillsbury had unconventional product offerings (ex. cake pop mixes); DH had a premier product offering	PB had the largest variety in selection; Betty Crocker blended in with DH and PB	Only BC products carried were Fudge Brownies and Supreme Chocolate Bars - no cakes or cookies; DH and PB offered brownies, cake and frosting
Placement	Betty Crocker owned a largest amount of real estate within the aisle	All three brands were interspersed with each other	Betty Crocker on top shelf - didn't notice the presence at first due to height of the shelves; DH and PB at eye level
Promotion	BC seasonal items were on sale frosting - for 2/\$3, cake mix \$1.19; BC cake mixes on sale for \$1.19	Pillsbury was promoted on an end cap near the in-store bakery - included cake mix, frosting, flour and vegetable oil (partnership); Both BC and PB were merchandised for 2/\$4	DH on sale for \$1.35

Figure 8R

Store Walks: Lund's - Pillsbury End Cap



Figure 8S

Store Walks: Lund's – Color Palettes Across Brands

**Figure 8T**

Store Walks: Family Dollar – Product Selection



Figure 8U

Store Walks: Target – Baking Aisle Brand Presence

**Figure 8V**

Store Walks: Target - Pillsbury and Betty Crocker Seasonal Items



Figure 8W

Store Walks: Target – Pillsbury Innovative Solutions

Colored Frosting:



Unconventional Cake and Brownie Kits



Figure 8X

Store Walks: Target – Betty Crocker Gluten Free Offerings

**Figure 8Y**

Store Walks: Target – Duff Cake Mixes and Frosting



Figure 10A
Brand Archetype Matrix

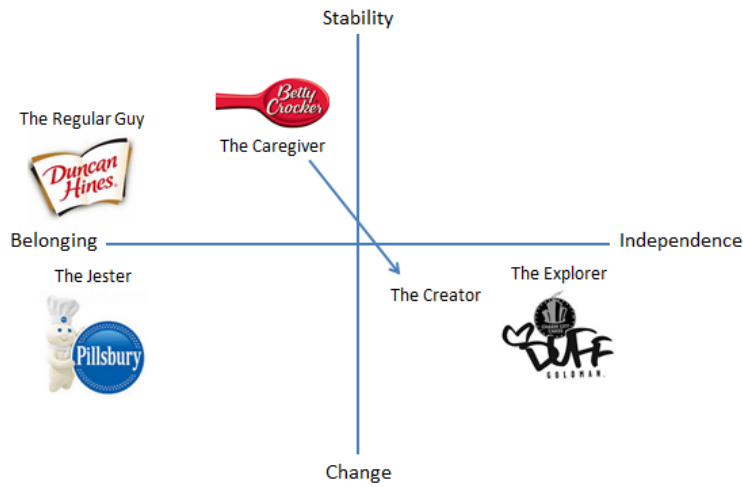


Figure 10B
BettyCrocker.com's Range of Expertise Offerings



Figure 10C
Strategic Canvas

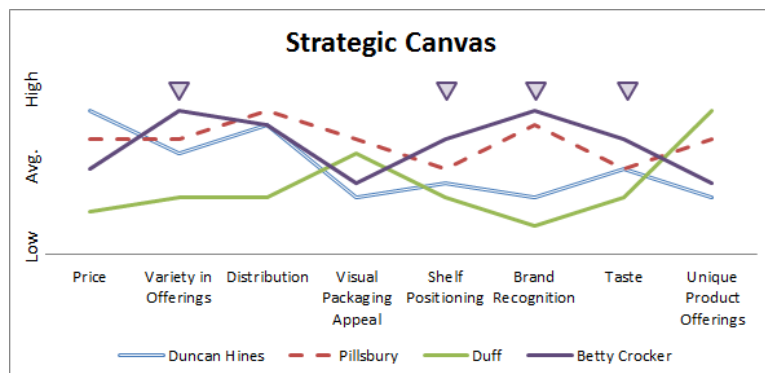


Figure 10D
Differential Targeting Analysis

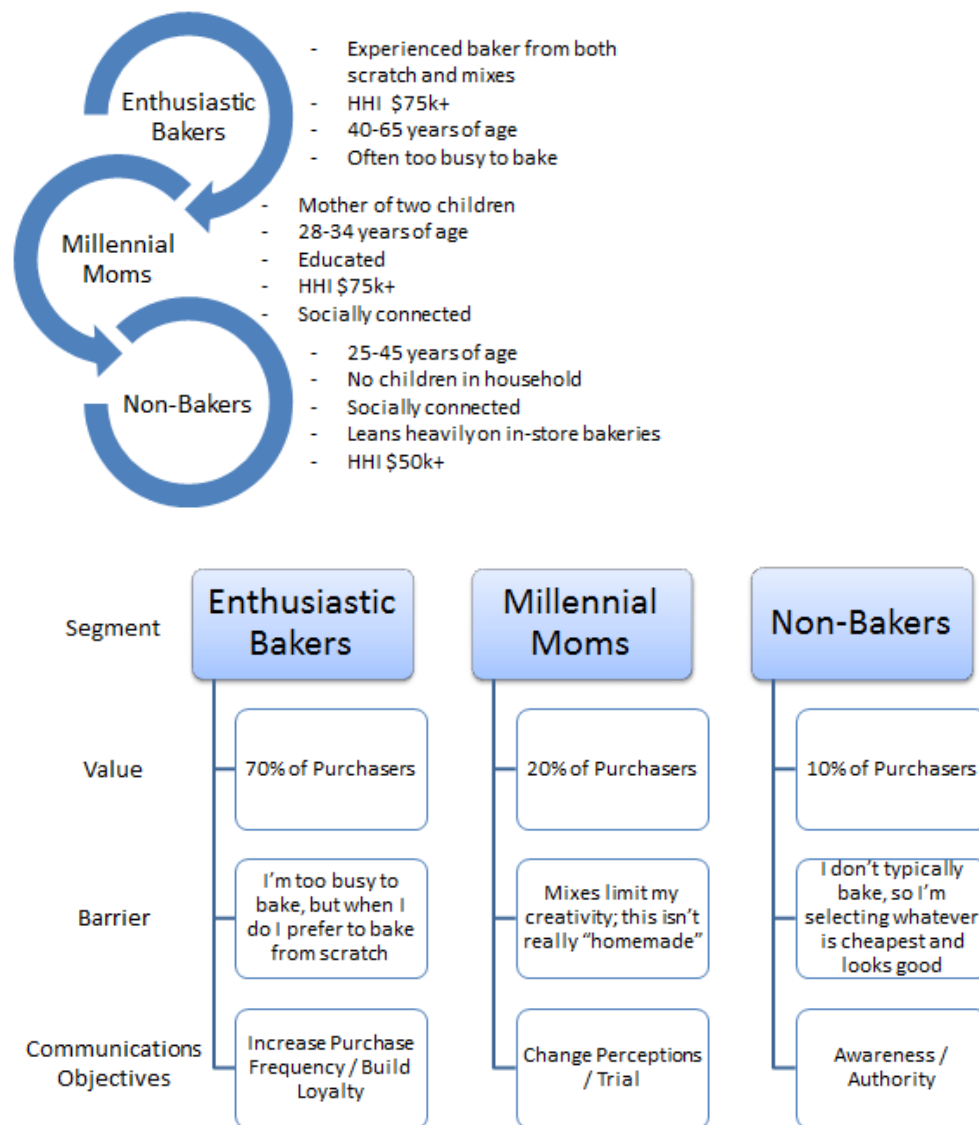


Figure 10E
Brand Positioning Genesis

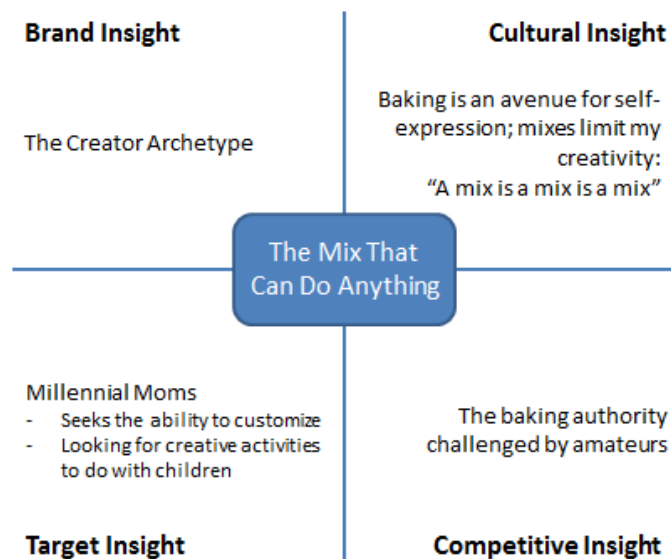


Figure 10F
Brand Messaging Architecture

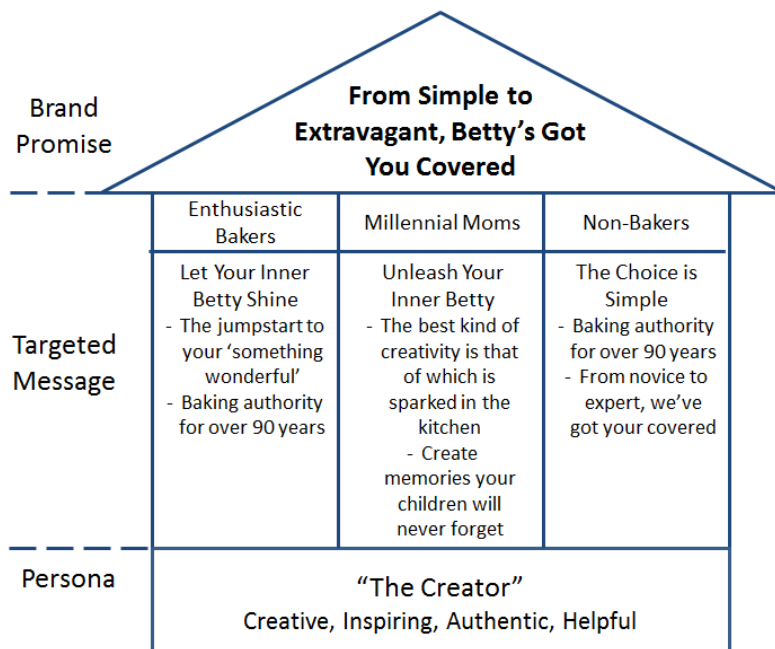


Figure 10G
Market Driver Analysis

Marketing Driver	Category Relevance	Brand Performance
Activation	Medium	Ok
Awareness	High	Very Good
Buzz	Low - Medium	Ok
Emotional Bond	Medium	Ok
Loyalty	High	Good
News	High	Ok
Product Experience	Medium	Poor

Priorities
 Opportunities
 Needs

Figure 10H
Communications Architecture

	Discovery	Action	Community
Driver	Product News	Activation	Buzz
Objective	Bring Betty Crocker into the consideration set	Drive trial/purchase	Encourage real "Bettys" to share their creations with their social networks
Insights	A mix is a mix is a mix	Baking is an avenue for self-expression; mixes limit my creativity	Betty Crocker is the baking authority challenged by amateur brands
Message	Let Your Inner Betty Shine "The jumpstart to your 'something wonderful'"	Unleash Your Inner Betty "Creativity is sparked in the kitchen"	Go Ahead and Brag #CallMeBetty
Connections Strategy	Communicate versatility through high-reach channels utilized by both Millennials & Boomers	Leverage paid, owned and customer channels to distribute offers and discounts	Leverage owned assets to celebrate and connect with real-world "Bettys"
Media Tactics	Television, Digital banners, Pre-roll video, Magazine Advertisements and PR outreach, Owned Channels (BettyCrocker.com & social platforms), E-Newsletter	Social Promotions, Digital Banners, Digital Coupons, In-Store Promotions (end-caps and other premium placement in-store), E-Newsletter offers	Reward real "Bettys" with surprise and delight gift baskets, share/re-tweet/re-pin UGC on social sites; social promotions, E-Newsletter integrations